Human Resources and Skills Development Canada

2011–12 Estimates

Departmental Performance Report

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Message from the Minister of Human Resources and Skills Development

As Minister of Human Resources and Skills Development, I am pleased to present the 2011–12 Departmental Performance Report, which outlines the progress that we have made on the priorities outlined in the Report on Plans and Priorities.

HRSDC plays an important role in helping achieve our Government's low-tax plan for job creation, economic growth and long-term prosperity.

An efficient labour market is critical to Canada's prosperity and we have performed well, particularly in comparison to our global colleagues.

As a result, we are often facing labour and skills shortages across the country. The quality of our workforce is one of our greatest strengths – and one in which we must continuously invest. With technology and trade transforming the workplace, the ongoing need to invest in Canadians' skills has never been greater.

The Government will continue helping Canadians develop the right skills and training for the jobs of today and tomorrow. Canada's future depends on a well-trained and well-educated workforce. We need all of our talent at work. Our committed efforts to post-secondary education, skills and training are helping achieve just that.

The strength of families, individuals and communities is vital to building a stronger economy and to maintaining our quality of life. Through new and ongoing partnerships, HRSDC continues to provide assistance and support, promoting the well-being of families and children, seniors and persons with disabilities.

HRSDC interacts with Canadian families at many stages throughout their lives and we take that responsibility seriously. We remain committed to finding innovative and cost-effective ways of serving Canadians in order to build a united, stronger, more competitive and more prosperous Canada.

The Honourable Diane Finley, P.C., M.P.
Minister of Human Resources and Skills Development

Message from the Minister of Labour

Healthy labour relations as well as safe, fair and productive work environments lay the foundation for a productive workforce and a strong economy. The Labour Program delivers programs and services to protect Canadian workers and employers, thus ensuring safe workplaces, strengthening labour-management relations and playing a leadership role in international labour affairs.

The 2011–12 Departmental Performance Report describes the Labour Program's achievements in meeting its key mission objectives.

We continue to provide high quality mediation and conciliation services to help employers and unions maintain harmonious and constructive relations during the collective bargaining process. We are also increasing preventive mediation services and this has translated into better relations at the negotiation table and in the workplace.

In order to better fulfil the needs of Canadian employers and employees, the Labour Program continues its work to modernize federal labour legislation related to occupational health and safety and to labour standards.

On the international front, the Labour Program is playing a leadership role in the negotiation of international labour standards. We promote our country's labour interests and values overseas. We participate in the signing of labour cooperation agreements which help enforce national labour laws and provide protection for fundamental labour rights abroad.

Our work will persevere over the coming year. The Labour Program will continue to advance Canada's social and economic development, thereby helping to ensure Canada remains competitive and prosperous in a global economy.

The Honourable Lisa Raitt, P.C., M.P.
Minister of Labour

Section I: Organizational Overview

Raison d'être

The mission of Human Resources and Skills Development Canada (HRSDC) is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life. The Department delivers a range of programs and services that affect Canadians throughout their lives through three business lines: programs that support human resources and skills development, the Labour Program and Service Canada.

Responsibilities

To fulfill its mission, the Department is responsible for:

- supporting a flexible, national labour market;
- increasing participation in the labour force;
- removing barriers to post-secondary education attainment and skills development;
- overseeing federal labour responsibilities;
- providing income support to seniors, families with children and Employment Insurance beneficiaries; and
- delivering other Government of Canada programs and services on behalf of other departments and agencies.

Included in these core roles are responsibilities for the design and delivery of some of the Government of Canada's most well-known statutory programs and services, including:

- Old Age Security;
- Canada Pension Plan;
- Employment Insurance;
- Canada Student Loans and Grants;
- Canada Education Savings Program;
- National Child Benefit; and
- Universal Child Care Benefit.

These direct benefits to Canadians are part of Canada's social safety net and represent almost 94 percent of the Department's expenditures.

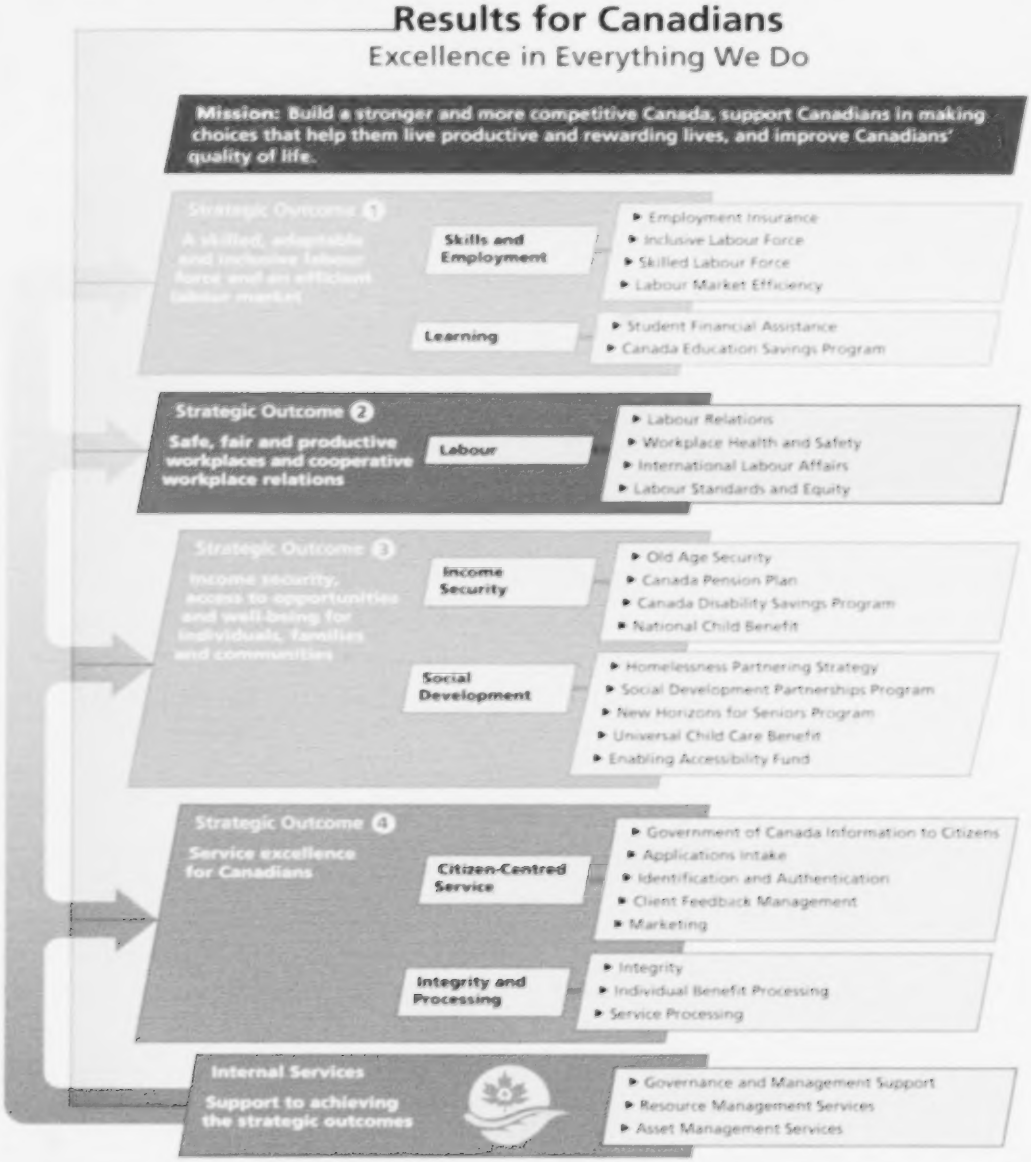
The Labour Program is responsible for overseeing federal labour responsibilities, including labour laws, occupational health and safety, labour standards, as well as labour relations and mediation services in federally regulated workplaces. The Labour Program also represents Canada in international labour organizations and negotiates labour cooperation agreements as part of free trade negotiations.

Through Service Canada, the Department helps Canadians access its programs—as well as other Government of Canada programs and services—at more than 600 points of service across the country. In addition to in-person services, the organization serves the needs of Canadians online at www.servicecanada.gc.ca and by telephone through 1 800 O-Canada and its network of program-based call centres.

Finally, through grants and contributions funding, the Department provides funding to other orders of government, as well as other organizations (e.g. the voluntary and private sectors, educators and community organizations) to support projects that meet the labour market and social development needs of Canadians.

Strategic Outcomes and Program Activity Architecture

The Program Activity Architecture (PAA) depicts programs offered by HRSDC and the strategic outcomes (results) that the programs are designed to achieve for Canadians. It also includes a program activity for services that are internal to the Department and are important in supporting the achievement of HRSDC's four strategic outcomes.



The full PAA is available at
http://www.tbs-sct.gc.ca/rpp/2011-2012/inst/csd/longdesc/results_for_canadians-eng.html

Organizational Priorities

The following table identifies the 2011–12 priorities, as stated in the Report on Plans and Priorities (RPP), and highlights progress and achievements made against the plans for meeting these priorities:

Priority	Type	Strategic Outcome(s)
Ensure the responsiveness of learning and employment-related programs to evolving socio-economic conditions.	Ongoing	**Strategic Outcome 1** A skilled, adaptable and inclusive labour force and an efficient labour market. **Strategic Outcome 4** Service Excellence for Canadians.
Provide effective income support measures. Responsive employment-related programs continue to address evolving socio-economic conditions and contribute to the Department's mission of supporting Canadians in making choices that help them live productive and rewarding lives and improve their quality of life. Much of the work undertaken in 2011–12 involved extensive research, analysis and policy development to produce enhancements for the Employment Insurance Program. For example, the research and analysis, combined with lessons learned and results of Employment Insurance (EI) pilot projects, provided the Department with key information leading to the March 2012 announcement of three new national measures in the *Economic Action Plan (EAP) 2012* (www.budget.gc.ca/2012/home-accueil-eng.html). As a result of this work in 2011–12, EI claimants will be further supported in their search for permanent employment through the new Working While on Claim pilot project, which will run for three years starting on August 5, 2012. Also announced in *EAP 2012* was the new Variable Best Weeks measure. Lessons learned from the previous Best 14 Weeks pilot project were analysed in 2011–12, and taking into consideration the evolution of regional economic and labour market conditions, the new Variable Best Weeks measure was developed as a new approach to calculate EI benefits rates and will take effect April 7, 2013. The third measure, Connecting Canadians with Available Jobs, was announced May 24, 2012, and is intended to provide comprehensive, relevant and timely labour market information to Canadian workers, thereby enabling a quick return to work and making sure local and qualified workers are aware of local job vacancies. **Support Canadians' efforts to acquire post-secondary education and develop their skills.** HRSDC continued with policy and research work to better understand the challenges to post-secondary education (PSE) that certain underrepresented groups face, such as students from low-income families, Aboriginal students and student parents.		

The Department improved its stewardship and accountability of student financial assistance programs. During 2011–12, HRSDC completed a compliance review of certain PSE institutions that offer e-learning in Nova Scotia and British Columbia. This review examined how these institutions met the policy that determines which schools are designated for the purposes of student financial aid. Findings will be the basis for discussions with provinces and territories regarding the designation of e-learning schools for student financial assistance. HRSDC also ensured that it could continue to meet the needs of a growing number of students by increasing the limit on outstanding Canada Student Loans from $15 billion to $19 billion.

To improve PSE supports for certain Canadians, Budget 2011 announced a number of important changes to the Canada Student Loans and Grants Programs, which were implemented during 2011–12 including:

- doubling of the income exemption to allow full-time students to earn additional income while studying;
- forgiving a portion of federal loans for new family physicians, nurse practitioners and nurses who work in rural and remote communities;
- for part-time students, eliminating their obligation to pay interest on their loans while in school; and
- increasing the income thresholds used to assess eligibility for part-time loans and grants.

Improve the quality and dissemination of learning and labour market information.

As part of its efforts to help connect Canadians with available jobs and improve the quality and timeliness of labour market information (LMI) for Canadians and employers, HRSDC has continued to modernize its data portfolio and to fill key data gaps on labour demand, supply and labour market pressures. Efforts over the past year have resulted in the establishment of a new job vacancy survey and access to private sector job postings that will provide Canadians with new information about where the jobs are across Canada.

The Department has strengthened partnerships with provinces and territories (P/Ts) and other departments (e.g. Aboriginal Affairs and Northern Development Canada and Citizenship and Immigration Canada) to improve access to, and use and dissemination of, critical learning and labour market information. Work with the Forum of Labour Market Ministers over the past year resulted in the establishment of four key priorities and nine deliverables to advance progress on filling information gaps on labour supply, improving access to, and dissemination and usability of, existing and new labour market data, and improving federal/provincial/territorial (F/P/T) capacity to monitor and project labour market conditions and pressures.

HRSDC has continued to enhance the dissemination of regional and national LMI through improvements to the Working in Canada (WiC) website and Job Bank. The further consolidation of LMI websites into WiC and the design for phase I of an enhanced Job Alerts system over the past year were important steps in continuing to improve the efficiency, relevance and access to LMI for Canadians. In 2011–12, approximately 3.9 million people used the WiC website to generate almost 5 million reports specific to an occupation and a location, and including useful job and labour market information to help them decide where to work and live in Canada.

Experience with the new job vacancy survey highlighted how partnerships are critical to securing ongoing improvements to Canada's LMI system and the dissemination of LMI to Canadians. As a result of HRSDC and Statistics Canada's collaboration on the development of the job vacancy pilot, Canadians will have access to information that fills key gaps on labour demand through a monthly survey funded and administered by Statistics Canada.

Priority	Type	Strategic Outcome(s)
Strengthen labour mediation and conciliation services and negotiate international labour standards.	Ongoing	**Strategic Outcome 2** Safe, fair and productive workplaces and cooperative workplace relations.

Provide high-quality mediation and conciliation services to assist employers and unions in settling their labour disputes.

This priority was met through professional mediation and conciliation services available from the Labour Program to assist parties for the purpose of renewing or revising collective agreements. Outside labour relations experts were also retained in certain cases. Progress was made by increasing the number of qualified resources.

In 2011–12, the Labour Program recruited four additional conciliation/mediation officers in order to provide dispute resolution services in support of collective bargaining for the federally regulated sector and the Program handled 293 collective bargaining disputes, of which 104 were carried over as ongoing disputes from the previous fiscal year. One hundred and eighty-nine (189) conciliation appointments were made in 2011–12.

Negotiate international labour cooperation agreements.

The Labour Program has responsibility for negotiating the Labour Cooperation Agreements (LCAs) that accompany Canada's Free Trade Agreements (FTAs). Through these LCAs, countries commit to effectively implementing their labour laws and to ensuring that these laws respect the International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work.

In 2011–12, the Labour Program successfully concluded LCAs with Honduras and the Dominican Republic. The Labour Program also participated in ongoing negotiations with Ukraine, India, the European Union, Costa Rica, the Caribbean Community and Morocco. Additionally, the Program took part in exploratory discussions and exercises with a number of other possible future FTA/LCA partners.

Canada ratified three International Labour Organization Conventions in June 2011: Convention 29 on Forced Labour; Convention 144 on Tripartite Consultation; and Convention 187 on a Promotional Framework for Occupational Health and Safety.

Priority	Type	Strategic Outcome(s)
Support communities and community organizations in their efforts to address local challenges and meet the social development needs of Canadians.	Continuing from previous year	**Strategic Outcome 3** Income security, access to opportunities and well-being for individuals, families and communities.

Implement the new approach to the Homelessness Partnering Strategy.

HRSDC achieved an effective and seamless transition to the renewed Homelessness Partnering Strategy (HPS) on April 1, 2011, including the successful implementation of a plan to address the extension of existing project agreements and avoid gaps in service to homeless people and those at risk of becoming homeless across Canada. Officials met with all P/Ts to initiate F/P/T relationships on the HPS, increase P/T understanding of the HPS, and established bilateral HPS arrangements with each P/T, including identifying areas of collaboration. The fourth Canada–Quebec Agreement, signed on June 20, 2011, ensures a seamless transition to the renewed HPS program in the province through to March 2014, based on a collaborative federal-provincial delivery model.

A new version of the Homeless Individuals and Families Information System (HIFIS) software was developed. HPS has increased its understanding of homelessness issues and launched two Calls for Proposals to fund projects on youth homelessness and homelessness in rural and remote areas. Both areas were identified by communities as priorities.

The HPS has also improved community-level dissemination of research findings through several communication approaches: distributing a survey, hosting six Teleforums, co-chairing two National Housing Research Network Homelessness Working Groups, collaborating with communities through regional discussion groups and distributing two Bulletins.

Several operational efficiency measures have been implemented, including streamlining of the community planning process; a user-friendly Web interface for reporting on project results for the 2011–14 period and development of an e-learning approach for HIFIS training. Work was well advanced regarding all other program enhancements, including strengthening ties to the Mental Health Commission of Canada and developing tools to help communities more easily integrate homeless people into the labour market, where appropriate.

Strengthen social partnerships and promote contributions from different sectors of society in the development of new approaches to social challenges.

As a leader and enabler in the area of social partnerships, HRSDC actively engaged a variety of stakeholders from across government and non-government sectors to advance this agenda. This included hosting an interdepartmental workshop on Social Finance that also included international leaders on the subject, in conjunction with the Public Policy Forum, as well as facilitating information sharing on social finance across the federal government.

The Department also continued its work to transform the Social Development Partnerships Program. Project charters were developed for three separate and distinct pilot projects that experiment with new ways to strengthen leveraged partnerships and strategic alliances to gain access to a larger network of cross-sector partners. The purpose of cross-sectoral partnerships is to develop innovative approaches to addressing complex social issues in communities.

Furthermore, the Prime Minister's Volunteer Awards program was launched with a fully accessible online system for nominees and assessors.

Through the small projects component of the Enabling Accessibility Fund, the Department is also testing new ways to strengthen leveraged partnerships and strategic alliances at the community level to increase the impact and reach of federal funding.

Priority	Type	Strategic Outcome(s)
Modernize the Department's programs and services and the way in which they are delivered to support service excellence for Canadians.	Continuing from previous year	**Strategic Outcome 1** A skilled, adaptable and inclusive labour force and an efficient labour market. **Strategic Outcome 2** Safe, fair and productive workplaces and cooperative workplace relations. **Strategic Outcome 3** Income security, access to opportunities and well-being for individuals, families and communities. **Strategic Outcome 4** Service Excellence for Canadians.

Advance service delivery modernization in response to citizens' needs and enhance internal efficiencies and the integrity of operations:

- **further modernize delivery of Employment Insurance;**
- **enhance the various service delivery channels that Canadians use to get information, programs and services, as well as the scope of the services to which Service Canada provides access; and**
- **improve Canada Pension Plan and Old Age Security services and policies for seniors.**

The Department moved forward on the modernization of service delivery to meet the evolving needs of citizens and provide value for money to Canadians. Managing the high demand for the Department's programs and services, while being responsive to the expectations of Canadians and reducing costs, can be challenging. During 2011–12, however, call centre agents' responsibilities were expanded, allowing them to resolve specific client enquiry types at the first point of contact. This transformation is expected to result in better client service and ensure that clients receive a consistent standard and quality of service.

Building on work done in previous years, the Department further increased the automation of EI claims processing (e.g. increased employer electronic filing of Records of Employment) to reduce processing costs, as well as improve the program's integrity.

In 2011–12, the Department focused efforts on ensuring that clients have a consistent service experience across all the channels of its integrated service delivery network (i.e. internet, telephone, in person). Improvements were made to service offerings and online services to encourage clients to take advantage of electronic services and self-service options with easier access to the My Service Canada Account. New service delivery arrangements were also negotiated with other federal departments. For example, for Veterans Affairs Canada, the Department took on general enquiry services via 1 800 O-Canada, as well as support for the transition to direct deposit for the Veterans Independence Program via dedicated toll-free lines.

The Department developed a comprehensive strategy to improve Old Age Security (OAS) services to seniors while reducing administrative costs. Proactive enrolment will be put in place so that many seniors meeting the eligibility requirements will no longer have to apply for the OAS pension and Guaranteed Income Supplement (GIS), as announced in Budget 2012.

Use modern approaches and tools to deliver services and achieve compliance in the areas of workplace health and safety, employment standards and equity.

The Labour Program worked actively in 2011–12 to modernize, update and revise directives, interpretations, policies and guidelines to better ensure compliance with Part III (Labour Standards) of the *Canada Labour Code* and provide greater clarity to federally regulated employers and employees.

The Workplace Equity Information Management System (WEIMS), a streamlined reporting process for employers preparing their employment equity annual report, was expanded and now contains an employer goal setting module. In 2011, 94 percent of employers, up from 90 percent in 2010, reported using WEIMS.

The Labour Program continued to develop guidance materials to assist workplaces to be self-reliant in achieving compliance with existing regulatory requirements, as well as to minimize risk to employees from exposure to new and emerging hazards. Guidance materials on preventing violence in the workplace and heat stress were published; guidance materials on nanomaterials and psychological health are under development. Detailed checklists were developed to enable Labour Program health and safety officers to systematically and consistently address targeted hazards to employees in the workplace.

The Labour Program actively contributed to the development of Canadian standards on best practices to assist workplaces in voluntarily implementing safe work procedures that reflect industry best practices, such as confined spaces, ergonomics and workplace hazards.

The enhanced Occupational Health and Safety Quality Assurance Framework is in place, and file and field reviews were undertaken in 2011–12 as part of its implementation. Work proceeded on development of the Training Strategy, with a focus on analysis of the findings of these quality assurance activities to help inform the training needs.

Modernize and integrate federal/provincial/territorial student financial assistance programs and extend outreach on post-secondary education savings incentives.

During 2011–12, HRSDC improved the efficiency and effectiveness of client services by implementing an integrated student financial assistance program with the Government of British Columbia, which is the fifth province to integrate provincial and federal loans into one system. This integration also established electronic processes to allow borrowers to enter one loan agreement for the lifetime of their studies and eliminated the need for students to line up on campus to process loan documents.

To improve Canadians' awareness of PSE savings incentives, HRSDC distributed brochures to encourage Canadians to save for children's post-secondary education. HRSDC also distributed mail-outs to inform Canadians of their eligibility to receive the Canada Learning Bond.

Modernize the delivery of grants and contributions through enhanced online delivery and reduced administrative burden for applicants and recipients.

In 2011–12, the Department accomplished the following under the grants and contributions (Gs&Cs) Modernization Agenda:

- implementation of a *Portfolio-wide Gs&Cs Training Curricula* to build the skills and competencies of program delivery staff across the Department;
- implementation of direct deposit to automate cash management transactions online for Gs&Cs agreement holders; and
- development of enhancements to HRSDC's Gs&Cs funding website to improve access, simplify information, facilitate website navigation and strengthen website search capacity.

Priority	Type	Strategic Outcome(s)
Continue to modernize and integrate internal service functions and systems in order to improve our ability to deliver results for Canadians.	Continuing from previous year	**Internal Services** Support to achieving the strategic outcomes.

Continue renewing the electronic corporate administrative systems that support resource planning.

The Department made significant progress in the first year of this five-year initiative to modernize and integrate internal service functions and systems to improve our ability to deliver results for Canadians and to support ongoing value for money, compliance and stewardship.

The first phase, which was designed to introduce transformation and improvement in internal services, was completed. This involved consolidating and integrating important human resource, information technology, finance, and integrity and security information into a single Web portal. The new intranet site, supported by a new national call centre service, provides self-service and simplified business processes to staff and managers and is the first step towards a new tiered service to employees.

Continue adopting common business processes for human resources, information technology and financial management, including tiered service delivery.

Planned improvements to the Department's finance, materiel and human resources management systems continued this year through detailed planning and process mapping for the implementation of two new enterprise-wide resource systems. This extensive body of work will be completed in the second quarter of 2012–13. Then, over the following two fiscal years, the Department will complete the development and implementation of the new systems. These systems, together with tiered service offerings for employees, are the key steps towards the transformation to a "click, call, consult" service delivery model within the Department.

Priority	Type	Strategic Outcome(s)
Strengthen the Department's management practices and infrastructure, and contribute to Public Service Renewal.	Continuing from previous year	**Internal Services** Support to achieving the strategic outcomes.

Pursue public service renewal through a healthy and enabled workplace, workforce development and strengthened leadership.

In 2011–12 HRSDC developed a Workforce Management Strategy to provide guidance in effectively managing its employees. Departmental employees and managers have been equipped with additional tools that enable them to create and sustain a healthy and enabling workplace, such as the learning policy, the informal conflict management guidelines and the *"Where do I turn…?"* information brochure to support them through transformation. In an effort to modernize human resources services, there were considerable improvements made to the integrated business planning, which now formally incorporates a staffing component. In addition to these examples, the Department has strengthened management practices and infrastructure through joint efforts on the Enabling Services Renewal Program. All of these accomplishments support reinforced organizational leadership.

Improve management measures in support of legislative and policy requirements in the areas of privacy, security and internal integrity.

In 2011–12, the Department initiated development of a two-year Privacy Renewal Action Plan to advance a comprehensive, risk-based, proactive approach to privacy management and the protection of personal information. A Privacy Renewal Task Force was established to lead the development of the Action Plan.

The Department has strengthened its internal integrity and security by continuing to implement the Treasury Board (TB) Policy on Government Security (PGS). Specifically, a draft of the Departmental Security Plan (DSP), which is required by TB's Directive on Departmental Security Management under the authority of the PGS, is close to completion. The DSP will set out the priorities and requirements for the Department regarding security risk management, the design, implementation and maintenance of security, as well as security performance management.

HRSDC approved its Strategic Emergency Management Plan (SEMP), which is required under the *Emergency Management Act*. The SEMP is the departmental framework for coordinating emergency management activities and sets out how the Department will assist in a federally coordinated response.

Following consultations with employees at all levels across the Department, including bargaining agents, the HRSDC Code of Conduct has been launched and is being implemented. In support of the TB policy requirements, HRSDC has taken active measures, such as implementing an automated conflict of interest disclosure system, providing employees access to the Office of Values and Ethics for advice and assistance, making employees aware of their obligations. Furthermore, in compliance with legislated requirements under the *Public Servants Disclosure Protection Act*, HRSDC has established its internal process and procedures to receive and manage disclosures of wrongdoing.

Develop a sound multi-year Departmental Investment Plan.

The Departmental Investment Plan was approved by Treasury Board and sets the basis upon which investments over the next five years will be made. Investment planning is integral to the delivery of the change agenda in the Department, as well as sustaining the asset base and strengthening the Department's management practices as investment decisions are made at the enterprise-level. It also ensures longer-term planning of assets. Investments are aligned to the priorities of the organization and are the basis for measuring the Department's project and asset management performance going forward.

Risk Analysis

The Department identified and addressed the following corporate level risks in 2011–12:

Demand for Pensions and Benefits

The Department expects continued high demand for its core services. Long-term demographic trends project continued growth in the demand for Old Age Security (OAS), Canada Pension Plan (CPP) and Canada Pension Plan Disability (CPPD) services. This demographic trend will result in an increased workload to process the growing number of applications and revision of benefits. This increased workload will be managed through the modernization of the way these programs are delivered to Canadians.

To better serve this growing number of seniors, HRSDC has begun to modernize the administration and delivery of OAS, CPP and CPPD. Efforts will continue to concentrate on aligning resources towards improving the client and stakeholder experience, as well as simplifying the application and benefit revision processes.

To this end, the Department further developed a comprehensive strategy to improve OAS services to seniors that aims to increase service levels and reduce administrative costs. A key element of this strategy includes putting in place a proactive enrolment regime that will eliminate the need for many seniors to apply for OAS and GIS benefits. Budget 2012 announced these changes.

The Department also implemented several changes to the CPP as a result of Bill C-51 (*Economic Recovery Act (stimulus)).* The changes provide greater flexibility for older workers to combine pension and work income if they wish, modestly expand pension coverage and improve fairness in the Plan's flexible retirement provisions.

The Department has also begun a pilot to assess measures to improve the application process for CPPD.

In addition to these specific activities, the Department has already implemented a broad-based strategy to support effective workload management throughout its service delivery network. To maintain service standards, the Department has optimized its processing and service delivery operations across the country and is improving Internet services to enable greater citizen self-service.

Human Resources

Given the demographic context (aging workforce), there has been an increased pressure on managers to deliver the Department's mandate while leading employees towards renewal and change.

To mitigate this risk and to support managers, the Department has continued to implement its Renewal and Excellence Action Plan and has integrated a staffing component to business planning to align human resources requirements with financial forecasts. This innovation demonstrates creativity and a forward-looking approach (see further information in the Internal Services section). The Department also developed a Workforce Management Strategy, addressing for example, vacancy management; pursued the establishment of a Healthy and Enabling Workplace; and modernized human resources services, which all contribute to a strong executive and managerial leadership.

Within the Department, internal services (i.e. human resources, finance, innovation and information technology) have actively participated in the Enabling Services Renewal Program, which involved working jointly, in a new approach, to transform the business service delivery to the client.

Information Technology Infrastructure

In early 2012, a cyclical departmental information technology (IT) investment management process was established and matured to support a collaborative approach to demand gathering and prioritization that enabled the Department to meet legislative requirements and integrate transformation across business lines. This included the release of the first phase of the Employment Insurance Automation and Service Improvement program, which builds on existing automation and modernization efforts to increase employer services, enable client self-service capabilities and improve client service delivery to achieve better outcomes for Canadians. It also included a multi-year IT Asset Refresh Plan, which is providing a continued long-term focus on modernizing aging applications to support increased service demands and automated business processes. Execution of the IT Asset Refresh Plan in 2011–12 began with the upgrade of desktop

productivity tools, such as Microsoft Outlook, across the Department. HRSDC has also delivered on several improvements with the Data Centre Rationalization project through the establishment of a more secure, scalable and sustainable network.

In addition, HRSDC is partnering with Shared Services Canada to ensure a clear delineation between these two departments on IT accountabilities, requirements, and investments in key areas, such as telecommunications. As a result of the Government Network Enterprise Services contract, and the HRSDC-led Information and Communications Technology Renewal project, HRSDC will benefit from the most advanced, and fully managed, data and voice services within the Government of Canada. HRSDC is a pathfinder for the Government of Canada in terms of managed, converged network services, and is building the foundation for the next generation of service delivery.

Information Management

The Department continues to improve its information management (IM) performance in many areas. This was recognized by the Treasury Board Secretariat (TBS) with an improved Management Accountability Framework rating in 2011–12, from "opportunity for improvement" to "acceptable" in IM.

With an executive-approved IM Strategy, there is now a shared understanding of the current state of IM within the Department, a common IM vision for the future and planned initiatives to realize the IM vision. HRSDC has also created a strong IM governance model, which continues to support the implementation of the IM strategy and its related initiatives. The Department also continues to participate in many inter-departmental IM working groups led by TBS so that we are aligned to the Government of Canada IM vision.

While numerous activities are underway, during the 2011–12 period, a number of awareness campaigns have been rolled out nationally to educate employees about their roles and responsibilities related to IM and to improve the integrity, security (management of personal information) and automation of record keeping in compliance with Treasury Board directives. The Department continues to work internally to improve its efficiencies on managing information through a departmental IM environmental scan project, which identified information resources of business value, and a nationally lead student hiring project (Library Box Student Employment Project) to clean and action the large volume of paper information assets returning to HRSDC from the closure of Library and Archives Canada Regional Storage Centres.

Financial Management

HRSDC continues to transform its financial operational activities to make them more effective and efficient, allowing for an increased focus on the provision of strategic financial advice.

This direction will support departmental managers in meeting the Department's continuous improvement agenda. A new structural model was developed and put in place at the executive level, and continued adjustments are being made at all levels of the organization, with evolution to the end state to be completed in the near future.

In parallel with these activities, in an effort to improve the security, effectiveness and utility of its financial systems, the Department will continue to move forward in replacing its existing Corporate Management System with the implementation of an Enterprise Resource Planning system. Also, the Department is well underway in its assessment of internal control over financial reporting and its continuous monitoring plan. The Departmental Financial Management Framework has been revised to reflect a comprehensive portfolio-based approach to financial management practices. This includes the establishment of a multi-year program fund and operating budget allocations to facilitate enhanced, strategic resource management and planning.

Summary of Performance

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities*	Actual Spending*
101,156.2	101,124.2	100,860.0

* Excludes amount deemed appropriated to Shared Services Canada.

2011–12 Human Resources (full-time equivalents—FTEs)

Planned	Actual	Difference
23,955	22,832	1,123

Progress Toward Strategic Outcomes

Strategic Outcome 1: A skilled, adaptable and inclusive labour force and an efficient labour market		
Performance Indicators	**Targets**	**2011–12 Performance**
Employment Ratio: Proportion of the working-age population that is employed. Source: Labour Force Survey, Statistics Canada	Maintain or increase the employment ratio	Results: 2011–12: 72.0% Historical Results: 2010–11: 71.7% 2009–10: 71.3% 2008–09: 73.1% 2007–08: 73.6% 2006–07: 73.0%

		With the recovery of the labour market from the effects of the 2008–09 recession, the Canadian employment rate for the working-age population is slowly increasing. Note: Labour Force Survey results are revised annually.
Percentage of the Canadian labour force (aged 25–64) that has attained a post-secondary education credential. Source: Labour Force Survey, Statistics Canada	66.3%	Results: 2011: 66.8% Historical Results: 2010: 66.0% 2009: 65.0% 2008: 64.3% 2007: 63.7% 2006: 62.8% Over the last five years, the result has increased steadily.
Canada's ranking for the percentage of its population with post-secondary education credentials among Organisation for Economic Co-operation and Development (OECD) member countries. Source: OECD, *Education at a Glance, 2011*	Continue to be ranked 1st	Results: 2009: 1st Historical Results: 2008: 1st 2007: 1st 2006: 1st 2005: 1st 2004: 1st Canada maintained its ranking at 1st place among OECD countries. Note: There is a two-year time lag in the availability of the data for this indicator.

Program Activity	2010–11 Actual Spending ($ millions)	2011–12 ($ millions)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity 1: Skills and Employment	25,034.7	2,055.8	21,293.8	19,752.7	19,603.5	Income security and employment for Canadians
Program Activity 2: Learning	2,921.1	2,594.4	2,606.7	3,194.6	3,184.3	An innovative and knowledge-based economy
Total	**27,955.8**	**4,650.2**	**23,900.5**	**22,947.3**	**22,787.8**	

Strategic Outcome 2: Safe, fair and productive workplaces and cooperative workplace relations		
Performance Indicators	**Targets**	**2011–12 Performance**
Percentage of collective bargaining disputes settled under Part I (Industrial Relations) of the *Canada Labour Code* without a work stoppage. Source: Administrative Data	95%	Results: 2011–12: 93% Historical Results: 2010–11: 94% 2009–10: 94% 2008–09: 94% 2007–08: 93% 2006–07: 97%

Program Activity	2010–11 Actual Spending ($ millions)	2011–12 ($ millions)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity: Labour	262.8	307.0	307.1	271.3	270.0	A fair and secure marketplace
Total	**262.8**	**307.0**	**307.1**	**271.3**	**270.0**	

Strategic Outcome 3: Income security, access to opportunities and well-being for individuals, families and communities		
Performance Indicators	**Targets**	**2011–12 Performance**
Percentage of population able to purchase goods and services, which corresponds to a modest standard of living in Canada according to the Market Basket Measure (MBM)*. Source: Survey of Labour and Income Dynamics, Statistics Canada, 2007 *The MBM is a measure of low income based on the cost of a specified basket of goods and services. The MBM measures the incidence, depth and persistence of low income nationally for all main age groups and genders, as well as for the five groups at high risk of persistent low income (lone parents; unattached individuals aged 45-64; persons with work-limiting disabilities, recent immigrants; and Aboriginal people in Canada living off reserve).	90.5%	Results: 2009: 89.4% Historical Results: 2008: 90.5% 2007: 89.9% 2006: 88.1% 2005: 87.6% 2004: 86.9% Note: There is a three-year lag in the availability of data.

Program Activity	2010–11 Actual Spending ($ millions)	2011–12 ($ millions)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Program Activity 1: Income Security	67,430.8	38,261.8	71,485.0	71,617.4	71,613.9	Income security and employment for Canadians
Program Activity 2: Social Development	2,917.3	2,898.3	2,898.3	2,940.9	2,865.6	A diverse society that promotes linguistic duality and social inclusion
Total	**70,348.1**	**41,160.1**	**74,383.3**	**74,558.3**	**74,479.5**	

Strategic Outcome 4: Service Excellence for Canadians		
Performance Indicators	**Targets**	**2011–12 Performance**
Percentage of clients whose service expectations were met. Source: Client Satisfaction Survey, 2010	Baseline Year	Results: 2010–11: 84% The Client Satisfaction Survey is conducted on a biennial basis, there are no survey results for 2011–12.
Percentage of partner organizations whose service expectations were met. Source: Administrative Data	Baseline Year	Results: Baseline data to be reported in future years.

Program Activity	2010–11 Actual Spending ($ millions)	2011–12 ($ millions)				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities*	Actual Spending*	
Program Activity 1: Citizen-Centred Service	520.9	450.5	431.3	489.2	481.6	A transparent, accountable and responsive federal government
Program Activity 2: Integrity and Processing	748.6	623.3	638.4	793.9	786.5	A transparent, accountable and responsive federal government
Total	**1,269.5**	**1,073.8**	**1,069.7**	**1,283.1**	**1,268.1**	

* Excludes amount deemed appropriated to Shared Services Canada.

Internal Services – Activities Supporting All Strategic Outcomes					
Program Activity	2010–11 Actual Spending ($ millions)	2011–12 ($ millions)			
		Main Estimates	Planned Spending	Total Authorities*	Actual Spending*
Program Activity: Internal Services	925.3	797.9	859.5	971.6	959.5
Total	**925.3**	**797.9**	**859.5**	**971.6**	**959.5**
* Excludes amount deemed appropriated to Shared Services Canada.					

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. HRSDC ensures that consideration of these outcomes is an integral part of its decision-making processes. The Department contributes to Theme IV – Shrinking the Environmental Footprint – Beginning with Government, as denoted by the symbol below:

Theme IV
Shrinking the Environmental Footprint -
Beginning with Government

During 2011–12, HRSDC was compliant with the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. For further information on HRSDC's activities to support sustainable development, please visit the departmental website at www.hrsdc.gc.ca/eng/publications_resources/dpr/sds/2011/page00-eng.shtml. For complete information on the FSDS, please visit the Environment Canada website at www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

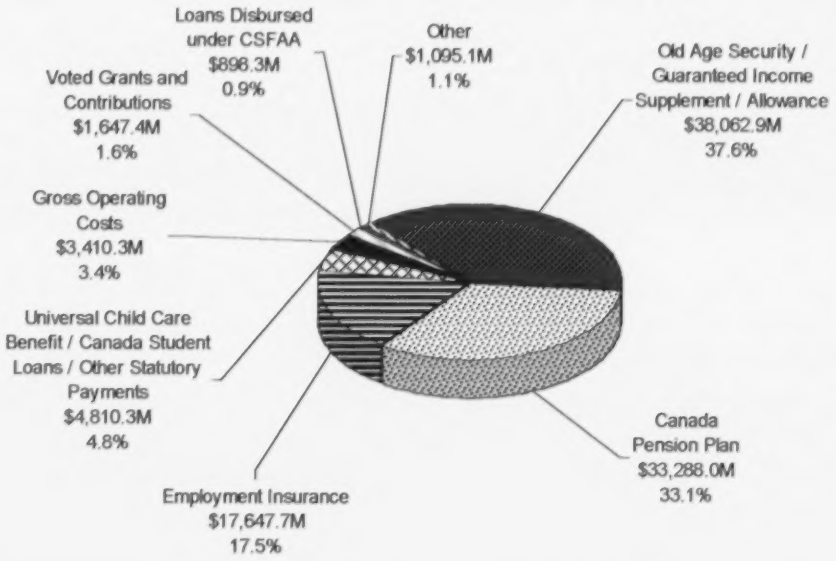
Strategic Environmental Assessment

During 2011–12, HRSDC was compliant with the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* (www.ceaa.gc.ca/default.asp?lang=En&n=B3186435-1).

Expenditure Profile

HRSDC expenditures on programs and services total $100.9 billion, of which $94.7 billion, or almost 94 percent, directly benefits Canadians through EI, the CPP, OAS, the Universal Child Care Benefit, loans disbursed under the *Canada Student Financial Assistance Act* and other statutory transfer payment programs. Departmental expenditures were $1.6 billion in voted grants and contributions and $2.1 billion for EI Part II.

CONSOLIDATED TOTAL: $100,860.0M



HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA - GROSS EXPENDITURES ($ millions)		
Budgetary		
Net Operating Costs		1,469.4
Add Recoveries in relation to:		
Canada Pension Plan	335.8	
Employment Insurance Operating Account	1,479.4	
Workers' Compensation	112.9	
Other	12.8	1,940.9
Gross Operating Costs		**3,410.3**
Voted Grants and Contributions		**1,647.4**
Total Gross Expenditures		5,057.7
Other – Workers' Compensation and EI/CPP Charges and Recoveries		**1,095.1**
Non-Budgetary		
Loans disbursed under *Canada Student Financial Assistance Act* (CSFAA)		**898.3**

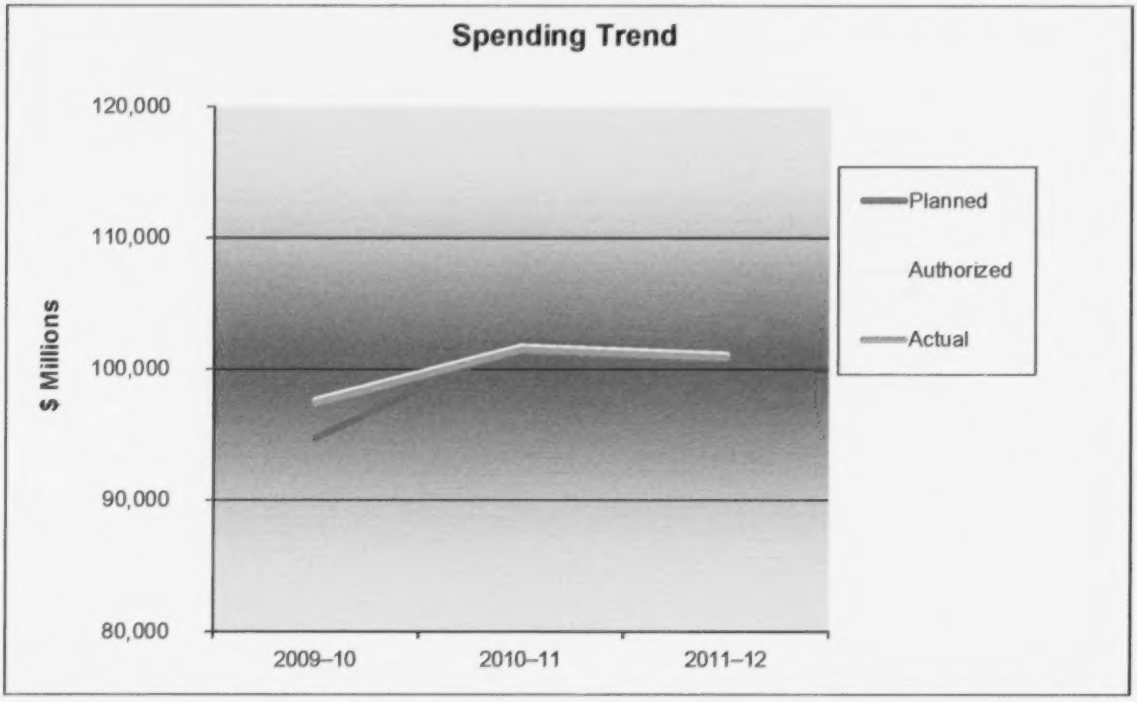
STATUTORY TRANSFER PAYMENTS ($ millions)		
Grants and Contributions:		
Old Age Security		28,868.8
Guaranteed Income Supplement		8,638.1
Allowance		556.0
Other Statutory Payments:		
Universal Child Care Benefit	2,691.0	
Canada Student Loans	1,051.4	
Canada Education Savings Grant	691.5	
Canada Disability Savings Program	212.8	
Canada Learning Bond	88.4	
Wage Earner Protection Program	32.6	
Pathways to Education	6.0	4,773.7
Sub-Total		**42,836.6**
Canada Pension Plan Benefits		**33,288.0**
Employment Insurance Benefits:		
Part I	15,566.0	
Part II	2,081.7	**17,647.7**
Other Specified Purpose Accounts		**36.6** [a]
Total Statutory Transfer Payments		**93,808.9**

[a] This amount includes payments related to the Government Annuities Account, the Civil Service Insurance Fund and the Canada Millennium Scholarship Foundation Excellence Awards Fund.

Departmental Spending Trend

The figure below illustrates HRSDC's spending trend from 2009–10 to 2011–12. In the 2011–12 fiscal year, the Department spent $100.9 billion to contribute to achieving its expected results.

The 2009–10 to 2011–12 total authorized spending includes all parliamentary appropriation and revenue sources, Main Estimates and Supplementary Estimates. Planned spending corresponds to the forecasted planned spending presented in the Report on Plans and Priorities from each respective year.



($ millions)			
	2009–10	**2010–11**	**2011–12**
Planned	94,719.8	102,134.6	101,156.2
Authorized	97,622.1	101,686.6	101,124.2
Actual	97,402.7	101,467.2	100,860.0

In 2010–11, actual expenditures were $4.1 billion, or 4.2 percent higher than in 2009–10. This increase can be mainly explained by a payment of $2.9 billion for temporary EI benefit enhancement measures in accordance with the *Budget Implementation Act (2009)*, a $1.2 billion increase in CPP benefits and a $1.0 billion increase in OAS payments due to the aging

population and the increase in the monthly benefit amount. These increases are offset by a decrease of $1.7 billion to EI benefits mainly due to a decrease in the average unemployment rate from 8.4 percent in 2009–10 to 7.9 percent in 2010–11, resulting from the economic recovery.

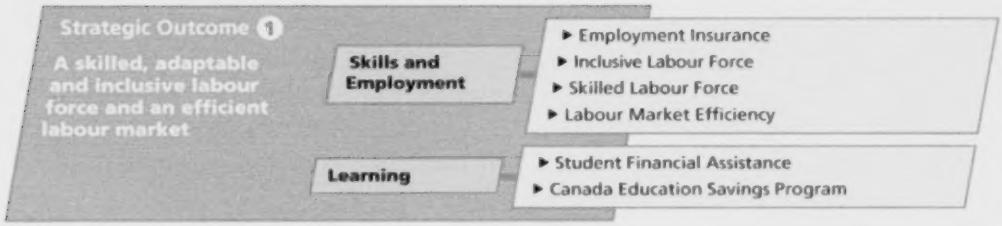
In 2011–12, the actual expenditures were $607 million or 0.6 percent lower than in 2010–11. This decrease can be mainly explained by a decrease of $2.2 billion in EI benefits compared to 2010–11 caused by a decrease in the average unemployment rate from 7.9 percent in 2010–11 to 7.4 percent in 2011–12, which results from the economic recovery and the payment of $2.9 billion provided for the temporary EI benefit enhancement measures in 2010–11. These decreases are offset by a $1.7 billion increase in CPP benefits and an increase of $2.4 billion in OAS/GIS payments caused by the aging population and the increase in the average monthly benefit amount.

Estimates by Vote

For information on HRSDC's organizational votes and/or statutory expenditures, please see the 2011–12 Public Accounts of Canada (Volume II). An electronic version of the Public Accounts is available on the Public Works and Government Services Canada's web page, Public Accounts of Canada 2012 at www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html.

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome 1



A key determining factor of long-term economic growth is the presence of a skilled and highly-educated workforce that is flexible, adaptable and able to take advantage of opportunities at home and around the world. Building a stronger and more competitive Canada, within the context of integrated, knowledge-based global markets and an aging population, will depend on the ability of Canadians to participate successfully in the labour market and realize their full potential.

Achieving this outcome involves providing support for Canadians to invest in the development of their skills, either through participation in post-secondary education, apprenticeship or other employment initiatives. It also involves providing support for individuals to help them make successful transitions within the dynamic Canadian economy and ensuring that it is possible to take advantage of opportunities wherever they may arise. This includes assisting those in vulnerable groups, including newcomers to Canada, who face multiple barriers to finding and maintaining full-time employment. Underlying these activities is the provision of high-quality labour market information so that Canadians are better able to make important training and employment-related decisions.

Program Activity: Skills and Employment

Program Activity Descriptions

Skills and Employment is intended to ensure that Canadian labour market participants are able to access the supports they need to enter or reposition themselves in the labour market and to allow them to contribute to economic growth through full labour market participation. Initiatives within this program activity contribute to the common overall objectives of promoting skills development, labour market participation and ensuring labour market efficiency.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
21,293.8	19,752.7	19,603.5

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
1,947	2,019	(72)

Note: Above tables reflect resources for program management. Service processing resources are reflected under Strategic Outcome 4 (Service Excellence for Canadians).

Expected Results	Performance Indicators	Targets	Actual Results
Workers in an adjustment situation have access to temporary financial assistance.	Percentage of unemployed individuals eligible to receive benefits, among those who had a recent job separation that met Employment Insurance (EI) program eligibility criteria. Source: Administrative Data	80–85%	Results: 2011: Not Available* Historical Results: 2010: 83.9% 2009: 86.2% 2008: 82.2% 2007: 82.3% 2006: 82.7% * At the time of producing this report, Statistics Canada had not released the 2011 EI Coverage Survey results.
Canadians, including the under-represented groups and vulnerable workers, have the opportunity to acquire skills to find and maintain productive employment.	The proportion of clients employed and/or returning to school following a completed employment program intervention under the following federally delivered programs: Youth Employment Strategy, Opportunities Fund for Persons with Disabilities, Aboriginal Skills and Employment Partnership, Aboriginal Skills and Employment Training Strategy and Skills and Partnerships Fund. Source: Administrative Data	55–65%	Results: 2011–12: 67.7% Historical Results: 2010–11: 56.8% 2009–10: 56.8% 2008–09: 61.4% 2007–08 : 59.9%

Through increased progression in the first two years of an apprenticeship program, completions are enhanced in the designated Red Seal trades.	Number of apprentices who complete an apprenticeship program and obtain certification in a Red Seal Trade. Source: Registered Apprentice Information System, Statistics Canada	25,000	Results: 2010: 29,421 Historical Results: 2009: 25,974 2008: 23,799 2007: 22,191 2006: 18,147 2005: 18,333 There has been a significant increase in the number of apprentices completing their program and obtaining a certification in a Red Seal trade over the last five years. In 2009, new registrations in Red Seal trades fell by 25% compared to 2008 as a result of the recession at that time. Since apprenticeship programs are between two to five years in nominal duration, this drop is expected to have an impact on completion levels starting in 2011. Note: There is a two-year lag in the availability of data for this indicator.

Performance Summary and Analysis of Program Activity

This program activity supports the Government of Canada's efforts to provide income security and employment for Canadians. It continues to be effective in its efforts to ensure a skilled, adaptable and inclusive labour force and an efficient labour market. Success in this regard can be seen, for example, in the consistent increase in the number of apprentices completing their program and obtaining certification in a Red Seal trade. Since 2005, this number of completing apprentices has increased from a little over 18,000 to the most recent figure of almost 30,000—a positive sign that Canadians are taking advantage of opportunities to develop their skills.

In addition, significant work was undertaken in 2011–12 in policy development to address current and future labour market needs. This is evident through the successful renewal of terms and conditions for the Targeted Initiative for Older Workers program and Employment Benefits and Support Measures, as well as the extension of agreements for the Work-Sharing program, and Labour Market Agreements for Persons with Disabilities.

HRSDC also met its commitments against the following plans, which were identified in the 2011–12 RPP.

Provide effective income support measures.

Key pilot projects were conducted to identify potential options for improving the support provided to Canadians searching for work. These pilot projects confirmed the following:

- The "Best 14 Weeks" pilot project demonstrated the benefits of a new approach to calculating EI benefits rates, based on the availability of work in each region.
- The "Working While on Claim" pilot project verified the advantages of the removal of disincentives to work while on claim, encouraging EI claimants to accept all available work.
- The benefit of providing EI claimants with more comprehensive, relevant and timely job information was also confirmed through these pilot projects.

Support Canadians in developing their skills.

HRSDC continues to undertake program policy development to ensure that under-represented groups in the Canadian labour market have access to the supports they need. For example:

In collaboration with federal/provincial/territorial (F/P/T) partners, research was conducted on domestic and international best practices in employment supports for persons with disabilities, as well as barriers to labour market participation for persons with disabilities. The collaborative exchange of information on lessons learned and best practices will strengthen the forward-looking agenda and continue to address the needs of Canadians with disabilities.

In addition, ongoing program policy development enabled the Youth Employment Strategy and the complementary Youth Awareness program to meet emerging labour market demand. For example, to support the Digital Economy Strategy (DES), some funding of Youth Awareness, Career Focus and Skills Link is being refocused on the importance of digital skills that provide youth with awareness, skills and work experience to find employment in digital occupations. Work has also been undertaken for making youth programs more demand-driven and more responsive to the current fiscal context. This includes the examination of new and innovative approaches to funding and delivering programs in support of the Social Partnerships Initiative. To advance the policy agenda, an Intradepartmental Committee on Youth was formed to engage key partners within HRSDC in developing approaches for responding to new needs and priorities. Research was also conducted in collaboration with key partners from academia and other government organizations, culminating in the organization of a Symposium in collaboration with the Public Policy Forum and a series of new publications examining current employment issues facing Canadian youth. Youth employment program policy expertise also contributed to international initiatives such as the G20 Task Force on Youth Employment and the Organisation for Economic Co-operation and Development (OECD) Local Economic and Employment Development projects.

HRSDC also renewed its programming to address the needs of Aboriginal people in developing their skills through the completion of the first full year of the Aboriginal Skills and Employment Training Strategy (ASETS), the successor to the former Aboriginal Human Resources Development Strategy. During 2011, over 80 Aboriginal service delivery organizations with more than 800 points of service designed and delivered programs and services to help Aboriginal clients secure sustainable, meaningful jobs. In addition to ASETS, the Skills and Partnership Fund (SPF) launched two Calls for Proposals with 60 projects approved to date. SPF is a separate but complementary program to ASETS which supports projects that encourage innovation and partnerships, tests new approaches to address systemic gaps in service delivery and increases skills development and employment security for Aboriginal people.

The Aboriginal Skills and Employment Partnership (ASEP) program supported 45 projects in total from 2003 to 2012, bringing together more than 500 partners, providing training for more than 30,000 individuals and placing almost 11,000 Aboriginal people in long-term jobs. The program was completed on March 31, 2012; however, partnerships between industry leaders, Aboriginal communities, and governments will continue as a result of the program's achievements. It is important to note that successful elements of the ASEP program have been built into the ASETS and SPF programs.

HRSDC worked with employers, provinces and territories and other partners to continue to help Canadian workers acquire the skills needed in the Canadian labour market. Working in partnership with the Canadian Council of Directors of Apprenticeship (CCDA), HRSDC continues to explore and evaluate new and innovative standards, assessment tools and processes to strengthen the Red Seal Program. A series of national consultations and pilot projects were conducted as part of the CCDA's Strengthening the Red Seal Initiative to gain first-hand experience with multiple assessment methodologies. Throughout 2010 and 2011, CCDA conducted 17 in-person consultation sessions and an online stakeholder survey regarding the proposed enhanced occupational standards and multiple assessment model of the Strengthening the Red Seal Initiative. This included the participation of over 1,600 tradespeople, employers, educators and labour representatives from all jurisdictions. Consultations indicated that national stakeholders are supportive of exploring and possibly implementing innovative standards and assessment approaches, but also have concerns about administering multiple forms of assessment in the future. The CCDA is conducting a cost and feasibility analysis of adopting multiple forms of assessment.

Pilot projects were conducted in four provinces where multiple forms of assessment were used for tradespeople in the Cook and Heavy Duty Equipment Technician trades for Red Seal endorsement. The pilots show that multiple forms of assessment are particularly effective in assessing skilled tradespeople whose skills were gained outside of formal apprenticeship

programs and for whom a written examination may create a barrier unrelated to their competency. Based on the findings of the national consultations and pilot projects, the CCDA will conduct research into optimal occupational standards format and development processes to meet the needs of the Red Seal Program.

HRSDC, in collaboration with key partners including Citizenship and Immigration Canada, Health Canada and provinces and territories, completed consultations with regulatory organizations for all of the target occupations referenced in the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications. As a result, Foreign Credential Recognition Program (FCRP) agreements are now in place for these additional target occupation groups (physicians, teachers, licensed practical nurses, dentists, engineering technicians and medical radiation technologists). HRSDC is also managing FCRP contribution agreements with seven provinces/territories (British Columbia, Saskatchewan, Manitoba, New Brunswick, Nova Scotia, Prince Edward Island and Yukon). Collectively, these initiatives are enhancing the recognition of foreign credentials in Canada.

Improve the quality and dissemination of labour market information.

The Department improved the quality and accuracy of national, regional and local labour market information (LMI) by standardizing how data is collected, analyzed and reported across Canada. As a result, LMI is more accurate and reliable and can better support the labour market decisions of Canadians. In addition, the Department worked in collaboration with Statistics Canada to leverage and improve existing labour market products and information, including the release of the National Occupational Classification 2011.

Significant strides were made in improving the accessibility, usability and delivery of LMI to Canadians. New content was added to the Working in Canada (WiC) website, which is now a key source of information for Canadians making labour market decisions. In fact, WiC had over 6 million visits generating almost 5 million reports by 3.9 million unique visitors, representing a two-fold increase from the previous year.

Lessons Learned

The Department relies on a number of activities that help to identify and provide insights for continuous improvement of programs and related services. Program evaluations are an important source of lessons learned for the Department.

The summative evaluations of the Nova Scotia and Prince Edward Island Labour Market Development Agreements found that the benefits that were provided resulted in positive impacts on active Employment Insurance participants, namely through the Skills Development and Targeted Wage Subsidy programs. It also recommended that future planning for the delivery

of Employment Benefits and Support Measures (EBSMs) should take into consideration the emerging trends in the labour market, and the needs of employers, and complement other employment programs. In response, Nova Scotia is working to ensure that the needs of employers are represented in labour market program and policy decision-making, and the province will focus on training for jobs that are in demand and represent a good value to the labour market. Prince Edward Island is re-examining the full array of EBSM programs and services to identify opportunities to further adapt its programs to address unique and emerging labour market needs.

During the evaluation, an impact analysis could not be conducted of former/reachback Employment Insurance claimants. As such, it was recommended that an ongoing client tracking survey of these clients be developed as a source of valuable information. In response, a Labour Market Program Support System will be introduced to enable Nova Scotia to more effectively collect data regarding individual clients. PEI is examining both the performance measurement strategy and the data collection approach and, where possible, will make improvements to better track client outcomes. Finally, it was recommended and agreed to by both provinces that it will be important for future evaluations to focus on assessing the long-term impacts of EBSMs and their cost-effectiveness.

The summative evaluation of the Adult Learning, Literacy and Essential Skills Program (ALLESP) recommended the program continue to improve coordination on adult learning, literacy and essential skills between the federal and provincial and territorial governments, as well as to be more proactive in the dissemination of program-funded research and resources. As a result, the Office of Literacy and Essential Skills took steps to directly engage with provincial and territorial governments across educational and labour market functions to disseminate ALLESP-funded material, share expertise and increase awareness of projects and program priorities.

Program Activity: Learning

Program Activity Descriptions

This program activity helps Canadians participate in post-secondary education to acquire the skills and credentials that enable them to improve their labour market outcomes and adapt to changing labour market conditions. It reduces barriers to education by providing financial assistance to individuals as well as incentives to save for a child's post-secondary education. It also provides information and awareness about opportunities to acquire education and skills. The program contributes to the inclusiveness of the workforce by giving Canadians with the required academic abilities a more equal opportunity to participate in post-secondary education.

The program works with the provinces and territories, voluntary sector, financial institutions, service providers and other key stakeholders to help Canadians pursue post-secondary education.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
2,606.7	3,194.6	3,184.3

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
414	408	6

Expected Results	Performance Indicators	Targets	Actual Results
Canadians have the skills and credentials to succeed in the labour market.	Percentage of the Canadian population (aged 25–64) who have attained a post-secondary certificate, diploma or degree. Source: Labour Force Survey, Statistics Canada	62.5%	Results: 2011: 63.2% Historical Results: 2010: 62.5% 2009: 61.4% 2008: 60.8% 2007: 60.3% 2006: 59.1% The economic downturn of 2008 has resulted in more Canadians attending post-secondary education (PSE) than was originally expected.
Canadians, including those from under-represented groups, participate equitably in PSE.	Percentage of Canadians (aged 15–64) who were attending university or college. Source: Labour Force Survey, Statistics Canada	8.5%	Results: 2011: 9.0% Historical Results: 2010: 8.9% 2009: 8.5% 2008: 8.3% 2007: 8.4% 2006: 8.5% The 2008 economic downturn resulted in more Canadians attending PSE than was originally expected.
	Percentage of persons (15–64) with a disability who were participating in PSE. Source: Survey of Labour and	7.9%	Results: 2009: 8.1% Historical Results: 2008: 7.5%

	Income Dynamics, Statistics Canada, 2009		2007: 7.9% 2006: 7.7% 2005: 7.8% Note: There is a two-year time lag in the availability of the data for this indicator.
Canadians have access to financing for their PSE.	Percentage (and number) of full-time post-secondary students (aged 18–34) in participating provinces/territories who used a Canada Student Loan or a Canada Student Grant or an in-study interest subsidy to help finance their participation in PSE. Source: Administrative Data and Office of the Chief Actuary	Baseline Year	Results: 2011–12: 40.7% (507,090) This is a baseline year as the methodology for calculating the result has moved from being a loan year used in previous years, to a fiscal year.
	Percentage (and number) of full-time and part-time post-secondary students (aged 17–64) in Canada who used Registered Education Savings Plan (RESP) funding to help finance their participation in PSE. Source: Administrative Data and Labour Force Survey, Statistics Canada	14.6%	Results: 2011: 14.3% (299,709) Historical Results: 2010: 13.9% (287,865) 2009: 12.8% (251,159) 2008: 12.3% (228,794) 2007: 11.6% (218,180) 2006: 10.3% (193,134)
	Percentage of children under 18 (in 2011) who have ever received a Canada Education Savings Grant. Source: Administrative Data	43%	Results: 2011: 43.6% Historical Results: 2010: 42.8% 2009: 40.6% 2008: 39.7% 2007: 37.8% 2006: 34.9%
	Percentage of eligible children (in 2011) who have ever received a Canada Learning Bond. Source: Administrative Data	23.4%	Results: 2011: 24.4% Historical Results: 2010: 21.8% 2009: 19.3% 2008: 16.3% 2007: 11.8% 2006: 4.7%
Clients are satisfied with the quality of services they receive.	Percentage of in-study and in-repayment borrowers who are satisfied with the overall loan experience provided by the	75%	Results: 2011–12: 80% Historical Results: 2010–11: 79%

	Canada Student Loans Program (CSLP). Source: CSLP 2011 Client Satisfaction Survey		2009–10: 77% 2008–09: 75% 2007–08: 75% 2006–07: 75% The 75% target is fixed for the term of the Service Provider's contract.
	Percentage of Canada Education Savings Grant payments made within established service standards. Source: Administrative Data	90%	Results: 2011–12: 95% Historical Results: 2010–11: 90.7%

Performance Summary and Analysis of Program Activity

HRSDC, through Learning programs, contributes to the achievement of the strategic outcome of "A skilled, adaptable and inclusive labour force, and an efficient labour market" by working towards its expected results as follows.

Participation in post-secondary education (PSE) lays the foundation for building a skilled, adaptable, and inclusive workforce by helping ***Canadians obtain the skills and credentials they need to succeed in the labour market***. Workers with higher-level skills and credentials tend to be more productive and competitive, earn higher wages and remain in the labour force longer. The increase in the availability of skilled labour drives innovation and reduces skills shortages that limit economic growth, and also attracts and retains foreign investment.

PSE Attainment Rates				
	Canada's ranking among OECD countries 25–64 year olds	**Canadian population 25–64 year olds**		**Canadian labour force 25–64 year olds**
	2009	**2009**	**2011**	**2011**
Trades, certificate or diploma	1st (tied with Ireland)	12%	11.8%	12.3%
College and university (below bachelor)	1st	24%	24.5%	25.9%
Bachelor's degree	9th (tied with Japan)	25.4%	18.3%	19.4%
Graduate degree			8.5%	9.2%
Total	**1st overall**	**61.4%**	**63.2%**	**66.8%**

Canada has one of the most educated populations and workforces in the world, thanks in part to the support of the Department's PSE programs. As evidence of this, Canada was again ranked first among OECD countries with 61.4 percent of its population having a post-secondary credential in 2009 (56.9 percent in 2004).[1]

The percentage of Canadians in the labour force (age 25–64) who have obtained a post-secondary credential has increased steadily over the last five years, reaching 66.8 percent in 2011 (62.8 percent in 2006). Canada's strong national network of community colleges and CEGEPs that offer skilled trades and vocational education is partly responsible for the country's top ranking within the OECD.

At the same time, however, Canada's envious first place position among OECD countries is being eroded as other countries are catching up and surpassing Canada in certain areas. For example, Ireland is now tied with Canada in first place for the percentage of the population with a trade, certificate or diploma. In addition, the percentage of Canada's population with a bachelor or graduate degree has dropped from fourth place in 2002 to tied for ninth place with Japan in 2011 (Canada was tied for seventh place in 2010).

To continue to have the best educated, most skilled and most adaptive labour force in the world, it is also important that ***all Canadians have an opportunity to participate in PSE***. Canada has a highly educated population, in part, because HRSDC's PSE savings incentives and student financial assistance help to reduce financial barriers for all students including those from low- and middle-income families, students with dependants and students with permanent disabilities. This, in turn, helps to ensure that the potential talent of all groups is more fully utilized, and the inclusion of under-represented groups in PSE also improves their inclusion in the workplace.

Proportion of Canadians Attending University or College 2011 Actual – Annual average in-school months			
Age Group	**Female**	**Male**	**Total**
17–21	46.6%	36.7%	41.5%
22–24	34.9%	28.3%	31.5%
25–29	12.9%	11.8%	12.4%
Overall 17–29	**30.6%**	**25.0%**	**27.8%**
Overall 15–64	9.9%	8.1%	9.0%
Overall 25–64	4.2%	3.4%	3.8%

The proportion of Canadians aged 17–21 attending university or college has increased steadily from 30.4 percent in 1990 to an all-time high in 2011 of 41.5 percent (40.4 percent in 2010). In fact, the PSE participation of Canadians of all ages reached an all-time high in 2011.

Some groups, however, are still under-represented in terms of their participation in PSE or face significant barriers to access. These include such groups as students from low-income families and students with disabilities. For example:

- in 2009, 50 percent of persons with a disability (25–64) had a post-secondary credential, compared to 64 percent of Canadians without a disability;[2]
- statistics also show that in 2009 only 15 percent of youth (18–24) from families earning less than $25,000 pursued university studies. This increases to about one-quarter of youth from families earning less than $75,000. This is compared to just under 50 percent of youth from families earning $75,000 or more;[3] and
- participation in community college studies is more evenly distributed among youth (18–24) from families earning more than $25,000. However, youth from families earning less than $25,000 participate less than half as much as youth from families earning more than $25,000.[4]

HRSDC has been working closely with provincial and territorial partners to examine the financial and non-financial barriers these under-represented groups face. However, HRSDC's programs can only help Canadians participate in PSE if they have the information they need to make informed choices about PSE. To increase awareness of, and participation in, the federal government's incentives to save for PSE, HRSDC's outreach strategy targets low- and middle-income families.

As part of this strategy, HRSDC also undertakes research regarding the barriers low-income families face in terms of saving for PSE. This research suggested that a targeted outreach approach tailored to address the specific needs of this diverse population (e.g. low-income lone parents, low-income urban or rural families or parents who have never attended post-secondary education), as well as a simplified enrolment process, would likely improve their participation in saving for post-secondary education. It also revealed that the main driver behind lower access to PSE by first-generation students (those whose parents did not attend PSE) is high school outcomes and behaviour.

In this respect, Pathways to Education Canada has been successful by helping youth from low-income communities graduate from high school and successfully transition into post-secondary education or training. As a result of expansion efforts by community-based partners during 2010, the student population participating in the Pathways program has increased by 20 percent in 2011–12. Pathways' core program provides a set of academic, social and financial supports to youth.

Most importantly, HRSDC helps to ensure that ***Canadians are able to finance their participation in PSE***. This increases the number of Canadians who can apply to post-secondary programs, and makes it easier for students to attend the school and program of their choice. This contributes to more affordable education, which allows more students to participate in PSE. It also enables students to devote more time to their studies instead of work, which evidence suggests makes them more likely to graduate. As a result, this has helped Canada build one of the best educated, most skilled and most flexible workforces in the world.

Canadians continued to rely on HRSDC's programs and services to help them finance their participation in PSE. For example, RESPs are having a growing impact on students and families by making PSE more affordable. In 2011, 299,709 students (14.3 percent of full and part-time students) withdrew $2.07 billion from their RESPs to help fund their education, up from 287,865 students (13.9 percent) who withdrew $1.92 billion in 2010. Moreover, during 2011–12, 40.7 percent of full-time PSE students (aged 18–34, in participating provinces and territories) use loans, grants or in-study interest subsidies to help finance their participation in PSE (38.9 percent in 2010–11).[5]

Overall, 581,285 (560,990 in 2010–11) post-secondary full-time students in participating provinces and territories (of all ages) benefited from federal student loans, grants or in-study interest subsidies, during 2011–12. That included approximately $2.4 billion in student loans to over 452,180 PSE students ($2.2 billion to 431,310 students in 2010–11); $649 million in grants to over 333,200 borrowers ($591 million to 318,500 borrowers the previous year); and $144 million in in-study interest subsidies to cover interest for 575,350 borrowers who are still in school.[6,7]

The need for student financial assistance was demonstrated by the 2011 Canada Student Loan Client Satisfaction survey. Over half (64 percent) of student borrowers surveyed who were attending PSE said that they would have delayed or not pursued any post-secondary studies had they not received a Canada Student Loan. The survey also revealed that 71 percent of borrowers in repayment reported that they had obtained a PSE credential.

Additional reporting regarding the programs in this program activity can be found at:

- www.hrsdc.gc.ca/eng/learning/canada_student_loan/publications/index.shtml
- www.hrsdc.gc.ca/eng/learning/education_savings/publications_resources/promoter/tools/asr2011/index.shtml

Evaluations of these programs can be found at:

- www.hrsdc.gc.ca/eng/publications_resources/evaluation/index.shtml

HRSDC's PSE savings incentive programs help to ensure that Canadians with ***children under 18 have savings for post-secondary education in RESPs***. This better prepares them for the costs involved in attending PSE.

Canadian families are increasingly using HRSDC's savings incentives to save for post-secondary education in RESPs. Canadians saved over $3.54 billion in RESPs in 2011, up slightly from $3.43 billion the year before. In total, there is now $31.6 billion in RESP assets set aside for children's post-secondary education in Canada, and 43.6 percent of children under 18 have received a Canada Education Savings Grant (42.8 percent in 2010).

The number of Canada Learning Bond beneficiaries went up by 32 percent in 2011, increasing the participation rate to 24.4 percent (from 21.8 percent in 2010). The number of children who have ever received the Canada Learning Bond was 386,925 in 2011 (up from 292,941 in 2010). HRSDC recognizes that the Canada Learning Bond has not yet reached its full potential, and therefore continues to develop better strategies to reach the Bond's target population. However, the Bond has been successful in kick-starting education savings among low-income families with children. Of those who received the bond in 2011, 81.7 percent contributed an average of over $1,000 of their own savings to an RESP in 2011.

By assisting borrowers in financial difficulty with repayment assistance, HRSDC helps ***student loan borrowers repay their student loans*** and avoid default. This is done by restructuring their student loan repayments to fit their financial circumstances.

The 2011 Canada Student Loan Client Satisfaction survey found that 67 percent of borrowers were aware that options exist if they cannot make their loan payments. In addition, 66 percent of those borrowers currently in repayment said that they did not experience difficulties in making student loan payments in the last year. During 2011–12, the number of borrowers who accessed the Repayment Assistance Plan was 179,170, up slightly from the 2010–11 level of 169,080. Moreover, the three-year default rate for loans consolidated in 2008–09 was 14.3 percent, down slightly from 14.7 percent for loans consolidated in 2007–08.

Ensuring ***Canadians are satisfied with the quality of services they receive*** helps to maximize their participation in HRDSC programs and hence in PSE. As a result, the Department continued to monitor service delivery and achieved the following key results during 2011–12:

- 80 percent of clients were satisfied with the overall quality of service provided by the CSLP;
- 100 percent of funds were disbursed to students and educational institutions within two days (federal portion) and four days (provincial portion) of receiving complete student loan documentation;
- 100 percent of disbursements were error-free;
- 82 percent of phone calls to CSLP's service provider were answered within 20 seconds;
- Over 95 percent of Canada Education Savings Grant (CESG) payments were made within 65 days of a complete application;

- 96.6 percent of calls to CESG's phone enquiry service were responded to within three minutes; and
- no complaints were received regarding CESG's email, mail and telephone enquiry services.

HRSDC also provides Canadians with tools and information that help them save, plan and pay for PSE via Canlearn.ca.[8] Providing this kind of information helps ***Canadians make more informed choices about PSE funding***. It can also have a positive effect on the likelihood of parents saving for, and youth attending, post-secondary education. For example, the 2008 Access and Support to Education and Training Survey found that parents who were aware of the Canada Education Savings Grant were much more likely to save for their child's post-secondary education. In recognition of this, HRSDC undertook focused outreach activities in 2011–12 to inform Canadians of the RESP savings incentives to which they are entitled.

HRSDC also met its commitments against the following plans, which were identified in the 2011–12 RPP.

Support Canadians' efforts to acquire post-secondary education.

To improve PSE supports for certain Canadians, Budget 2011 announced a number of important changes to the Canada Student Loans and Grants programs, which were implemented during 2011–12 including:

- doubling the income exemption from $50 per week to $100 per week to allow full-time students who work while in school to earn additional income without affecting the amount of Canada Student Loans they may be eligible to receive;
- forgiving a portion of Canada Student Loans for new family physicians, nurse practitioners and nurses who work in rural or remote communities, including communities that provide health services to First Nations, Inuit and Métis populations;
- for part-time students, in-study interest was eliminated effective January 1, 2012; and
- increasing the income thresholds used to assess eligibility for part-time loans and grants.

Continue learning-related policy development and research, and maintain positive relationships with stakeholders and partners.

During 2011–12, HRSDC's policy work focused on understanding the challenges that certain groups such as students from low-income families, Aboriginal students and student parents face when trying to access PSE. Policy diagnostic work and research focused on identifying the unique barriers faced by these students and assessing ways to best overcome these obstacles. Much of this work was done in collaboration with provincial and territorial colleagues.

In addition, a broad range of research was conducted to better understand barriers to, and how HRSDC learning programs affect, the participation of Canadians in PSE, including under-represented groups. See Lessons Learned for further information.

Improve stewardship and accountability of PSE support programs.

During 2011–12, HRSDC continued to improve its stewardship and accountability of student financial assistance programs. The Department completed a compliance review of certain PSE institutions that offer e-learning in Nova Scotia and British Columbia. This review examined how these institutions met the criteria that determine which schools can be designated for the purposes of student financial aid. The findings will be the basis for discussions with provinces and territories regarding the designation of e-learning schools for student financial assistance.

HRSDC also ensured that it could continue to meet the financial needs of a growing number of students by increasing the limit on outstanding Canada Student Loans from $15 billion to $19 billion.

To ensure that personal information is protected, HRSDC and the Government of British Columbia signed an information protocol as part of the newly established integrated federal and provincial student financial assistance program.

Lessons Learned

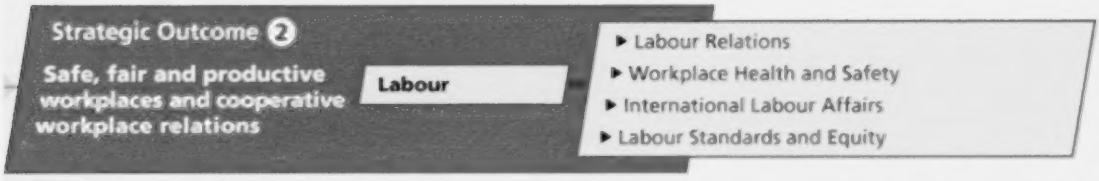
In 2011–12, HRSDC tested innovative approaches to reach families eligible for the Canada Learning Bond. It was learned that among low-income families, direct communication from the Government of Canada is effective. However, factors other than awareness and understanding of the Canada Learning Bond may influence the number of Canadians that participate in this program. For example, the financial capability of Canadians (i.e. how they understand their financial situation, the financial services available to them and their plans for the future) have an impact on how Canadians use HRSDC savings incentives to save for their children's PSE. This information will be used to inform future outreach activities.

HRDSC, in partnership with participating provinces and territories, examined the ways student financial aid policies interact with non-standard modes of PSE delivery. The study found that e-learning, modular programs in which students complete one course at a time and part-time studies are the main forms of non-standard delivery. The study also found that enrolment in these programs is expected to grow over the next five years. However, it also reported that government student financial assistance only offers limited support to these students. As a consequence, the study recommended improving the flexibility of student financial assistance programs to better support students who wish to study in non-standard programs.

Some of the findings of other studies include:

- an interim report from the project Life after High School, which is done in collaboration with the province of British Columbia, indicated that intervention among grade 12 students from schools with a history of low rates of transition from high school to PSE led more grade 12 students to consider, plan and apply for PSE;
- Canada student loan borrowers and grant recipients with permanent disabilities were generally satisfied with their PSE experience, were less likely than students without disabilities to drop out or to default on government loans, but fared worse in terms of labour market outcomes;
- the largest impact of first-generation PSE households is lower academic performance and high school grades of first-generation PSE students (those whose parents did not attend post-secondary education);
- children of immigrants do not face disproportionate barriers to PSE access relative to Canadian-born and, in fact, have solid participation rates. This study also highlighted the importance of foreign credential recognition; and
- debt aversion is an important factor in whether or not PSE students seek student financial assistance, and those who do seek government student loans and grants tended to have higher education expenses than those who seek funding alternatives.

Strategic Outcome 2



Well-regulated workplaces and stable employer-worker relations are essential building blocks for collective prosperity and individual well-being. Fostering productive workplaces in which health and safety are a priority; where workers are treated decently, disputes are resolved constructively, motivation is high, and innovation is encouraged, is key to helping Canadians adjust, prosper and contribute to a productive economy. The Labour Program has a long history of contributing to public policy and the public good. Its activities have evolved over time in response to the changing world of work and the needs of employers, workers and society.

Program Activity: Labour

Program Activity Descriptions

This program activity seeks to promote and sustain stable industrial relations, as well as safe, fair, healthy, equitable and productive workplaces within the federal jurisdiction (transportation, post office and courier companies, communications, banking, grain and nuclear facilities, federal Crown corporations, companies that have major contracts with the federal government and Aboriginal governments, their employees, Aboriginal communities and certain Aboriginal undertakings). It develops labour legislation and regulations to achieve an effective balance between workers' and employers' rights and responsibilities. The program ensures that workplaces under the federal jurisdiction respect the rights and obligations established under labour legislation. The program also manages Canada's international and intergovernmental labour affairs, as well as Aboriginal labour affairs responsibilities.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
307.1	271.3	270.0

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
725	706	19

Expected Results	Performance Indicators	Targets	Actual Results
Workplace parties comply with relevant workplace standards, follow guidelines and adopt best practices.	Percentage of unjust dismissal complaints settled by inspectors (Part III (Labour Standards) of the *Canada Labour Code*). Source: Administrative Data	75%	Results: 2011–12: 72% Historical Results: 2010–11: 71% 2009–10: 71% 2008–09: 73% 2007–08: 76% 2006–07: 74% Labour Program inspectors used all measures at their disposal, including Alternative Dispute Resolution, to assist parties in the settlement of unjust dismissal complaints. Participation of the parties in such settlement activities is voluntary.
	Percentage of money collected in relation to the amount found to be owed for complaints under Part III (Labour Standards) of the *Canada Labour Code* (excluding unjust dismissal complaints). Source: Administrative Data	75%	Results: 2011–12: 73.2% Historical Results: 2010–11: 71.8% 2009–10: 77.24% 2008–09: 78.63% 2007–08: 66.44% 2006–07: 75.08% Labour Program inspectors used all measures at their disposal, including filing payment orders in Federal Court, to assist complainants in recovering amounts found to be owed. Note: The results above do not include amounts assessed and recovered where the employer filed for bankruptcy.
Risks to life, health and property are eliminated or mitigated.	Percentage change, over five–year period, in the rate of lost time injuries and fatalities within the targeted higher risk federal jurisdiction industries. Source: Administrative Data	Decrease of 15% over a five-year period (2009–13)	Results: 2009–13: The Disability Injury Incidence Rate is measured over a fixed five-year period as it can fluctuate from year to year. The next complete five-year period for which data will be available is 2009–13. Historical Results: 2005–09: Decrease of 5.72% 2001–05: Decrease of 20.5%

Performance Summary and Analysis of Program Activity

The Labour Program was instrumental in recovering $3.2 million of unpaid wages arising from investigation of over 1,900 complaints. This represents 73 percent of the monies owed; a result achieved through payment orders and, if possible, persistent orders to debtors. Through the use of alternate dispute resolution techniques, the Labour Program was successful in resolving 72 percent of complaints of unjust dismissal, meaning the parties were able to come to an agreement and leave the table accepting the outcome of the process.

The Wage Earner Protection Program (WEPP) was expanded again in December 2011 to cover employees who lose their jobs when their employer's attempt at restructuring is unsuccessful and ends in bankruptcy or receivership. During the period between April 1, 2011 and March 31, 2012, the Program compensated 13,848 applicants for a total of approximately $33.5 million.

The Workplace Equity Information Management System (WEIMS) was recently expanded. As of September 2011, it contains an employer goal-setting module. In 2011, 94 percent of employers reported using WEIMS, significantly improving program efficiency and reducing the burden on employers.

The Federal Workers' Compensation Service received 20,350 new occupational injury claims made under the *Government Employees' Compensation Act* in fiscal year 2010–11, down from the 20,638 received in 2009–10 and far below the 23,051 received in 2008–09.

Between April 1, 2011 and March 31, 2012, the Federal Mediation and Conciliation Service (FMCS) dealt with 293 collective bargaining disputes under the *Canada Labour Code*. Among those, 104 disputes were carried over as ongoing disputes from previous fiscal years. In comparison, FMCS dealt with a total of 302 bargaining disputes in 2010–11.

With respect to preventive mediation activities, between April 1, 2011 and March 31, 2012, FMCS provided training and other assistance on 59 occasions.

Between April 1, 2011 and March 31, 2012, 72 appointments were made under Part I (Industrial Relations) of the *Canada Labour Code* for grievance arbitration cases. As for Part III (Labour Standards) of the Code, 170 appointments were made for wage recovery appeal cases, 304 appointments for unjust dismissal appeal cases and one appointment for WEPP appeal cases.

Grievance Arbitration (Part I)		Wage Recovery (Part III)		Unjust Dismissal (Part III)		WEPP	
2010–11	2011–12	2010–11	2011–12	2010–11	2011–12	2010–11	2011–12
90	72	121	170	386	304	0	1

Canada ratified three International Labour Organization Conventions in June 2011: Convention 29 on Forced Labour, Convention 144 on Tripartite Consultation (International Labour Standards) and Convention 187 on a Promotional Framework for Occupational Safety and Health.

The Labour Program served internal and external clients by providing quality, timely and relevant workplace information, as well as conducting policy analysis and development work on a range of issues related to the Labour Program's mandate.

The Labour Program also met its commitments against the following plans, which were identified in the RPP.

Use modern approaches and tools to deliver services and achieve compliance in the areas of workplace health and safety, employment standards and equity.

In 2011–12, the Labour Program worked actively to modernize, update and revise several Operations Program Directives (OPDs) and Interpretations, Policies, and Guidelines (IPGs) to ensure compliance with Part III (Labour Standards) of the *Canada Labour Code* and to provide greater clarity to federally regulated employers and employees.

The enhanced Occupational Health and Safety Quality Assurance Framework is in place, and file and field reviews were undertaken in 2011–12 as part of its implementation. Work proceeded on development of the Training Strategy, with a focus on analysis of the findings of these quality assurance activities to help inform the training needs.

Provide high quality mediation and conciliation services to assist employers and unions in settling their labour disputes.

The Labour Program started implementing a succession plan to replace seasoned mediation and conciliation officers who will be retiring. Four new officers were hired in 2012.

Lessons Learned

The Labour Program's preventive mediation services are an important tool to assist unions and management in building better relationships that translate into better relations at the negotiation table, thus helping to reduce work stoppages. This was affirmed in the 2008 Annis Report which recommended that FMCS expand and promote its preventive mediation services in order to reduce the risk, frequency and duration of work stoppages, believing this would provide wholesale improvement in the labour-management relationships resulting in more collaborative workplace relations and collective bargaining. Funding for preventive mediation activities was increased by $500,000 on an annual and ongoing basis in 2011–12 so that more employers and unions could benefit from this voluntary service.

Preventive mediation services are delivered as training workshops that assist unions and management in moving forward towards a more collaborative approach to collective bargaining and joint conflict resolution. New workshops have been created and tested with clients to better address the needs of the parties

The Labour Program identified the need to ensure that Labour Standards Operations Program Directives and Interpretations, Policies, and Guidelines, among other tools, remain current in order to be effective and efficient. Labour Standards tools are currently being revised and additional tools are being identified for updating in the fiscal year(s) to come.

Strategic Outcome 3

The strength of families, individuals and communities is vital to fulfilling Canada's economic potential and maintaining Canadians' quality of life. HRSDC makes strategic investments through programs that help strengthen the capacity and effectiveness of communities and the not-for-profit sector to contribute to the well-being of children and families, seniors and other vulnerable populations. HRSDC also supports families and children through programs such as the National Child Benefit Supplement and the Universal Child Care Benefit.

Seniors constitute the fastest growing age group in Canadian society, and in the next 30 years, nearly one in four Canadians will be a senior. This represents a fundamental demographic shift in the population, and despite the fact that today's seniors are generally healthier, richer and better educated than their predecessors, there are still many seniors who remain vulnerable and face significant challenges. HRSDC provides stewardship of Canada's public retirement income system, while ensuring its long-term sustainability and ability to adapt to societal and demographic changes. The Canada Pension Plan, Old Age Security, and Guaranteed Income Supplement aim, among other objectives, to ensure that seniors receive all the benefits to which they are entitled, contributing to a stable retirement income for all Canadians.

Income security is a significant challenge for people with disabilities. Many individuals with disabilities are not always able to earn an adequate income through employment. Recognizing these factors, the Government of Canada supports people with disabilities, their families and their caregivers through a variety of income support measures and tax incentives, including administering the Canada Pension Plan Disability Program and the Canada Disability Savings Program.

Furthermore, Canadians with disabilities experience a number of barriers to their full participation in everyday life activities. As a result, Canadian communities are not fully benefiting from the participation of people with disabilities. The Enabling Accessibility Fund seeks to promote opportunities for people with disabilities to fully participate in community life.

Program Activity: Income Security

Program Activity Descriptions

This program activity ensures that Canadians are provided with retirement pensions, survivor pensions, disability benefits and benefits for children, through the Old Age Security program, the Canada Pension Plan, the Canada Disability Savings Program and the National Child Benefit Program.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
71,485.0	71,617.4	71,613.9

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
361	347	14

Note: Above tables reflect resources for program management. Service processing resources are reflected under Strategic Outcome 4 (Service Excellence for Canadians).

<table>
<tr><th>Expected Results</th><th>Performance Indicators</th><th>Targets</th><th>Actual Results</th></tr>
<tr>
<td>Canada's seniors have an adequate level of income to maintain a minimum standard of living.</td>
<td>Incidence[a] and depth[b] of low income among seniors using the Market Basket Measure (MBM)[c].
Source: Survey of Labour and Income Dynamics (SLID), 2010</td>
<td>Actual 2008 Results (Revised)
<table>
<tr><th></th><th>% of seniors who had low family income</th><th>% of seniors who would have had low income without support from CPP OAS and GIS</th><th>Difference</th></tr>
<tr><td>Incidence</td><td>2.9</td><td>48.5</td><td>45.6</td></tr>
<tr><td>Depth</td><td>24.0</td><td>59.5</td><td>35.5</td></tr>
</table>
</td>
<td>Results: 2010:
<table>
<tr><th></th><th>% of seniors who had low family income</th><th>% of seniors who would have had low income without support from CPP OAS and GIS</th><th>Difference</th></tr>
<tr><td>Incidence</td><td>4.0</td><td>49.2</td><td>45.2</td></tr>
<tr><td>Depth</td><td>22.1</td><td>59.5</td><td>37.4</td></tr>
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<td>Historical Results:*
<table>
<tr><td rowspan="2">2009</td><td>Incidence</td><td>4.2</td><td>49.5</td><td>45.4</td></tr>
<tr><td>Depth</td><td>22.5</td><td>59.4</td><td>36.9</td></tr>
<tr><td rowspan="2">2008</td><td>Incidence</td><td>2.9</td><td>48.5</td><td>45.6</td></tr>
<tr><td>Depth</td><td>24.0</td><td>59.5</td><td>35.5</td></tr>
<tr><td rowspan="2">2007</td><td>Incidence</td><td>2.1</td><td>47.4</td><td>45.3</td></tr>
<tr><td>Depth</td><td>28.2</td><td>58.4</td><td>30.2</td></tr>
<tr><td rowspan="2">2006</td><td>Incidence</td><td>2.3</td><td>49.4</td><td>47.1</td></tr>
<tr><td>Depth</td><td>23.0</td><td>59.0</td><td>36.0</td></tr>
<tr><td rowspan="2">2005</td><td>Incidence</td><td>2.3</td><td>50.7</td><td>48.4</td></tr>
<tr><td>Depth</td><td>18.5</td><td>60.1</td><td>41.6</td></tr>
</table>
* Changes in methodology used to measure results and Statistics Canada revisions of the SLID sample weights for 2006 and the years following affect the comparability to historical results shown in previous reports. While some numbers have changed slightly, trends remain the same. Note: There is a two–year lag in the availability of data for this indicator.</td>
</tr>
<tr>
<td>Eligible working-age Canadians with severe and prolonged disabilities have a measure of income security.</td>
<td>Percentage of CPP contributors who have contributory coverage/ eligibility for Canada Pension Plan Disability.
Source: Administrative Data</td>
<td>67%</td>
<td>Results:
2009: 68% Total
(70% for Males and 65% for Females)
Historical Results:
2008: 67%
2007: 66%
Note: There is a two–year lag in the availability of data for this indicator.</td>
</tr>
<tr>
<td>Eligible individuals with severe and prolonged disabilities (and their families / guardians) open Registered Disability Saving</td>
<td>Total number of registered accounts opened since the inception of the program.
Source: Administrative Data</td>
<td>48,336 accounts
(total number of accounts since start of Program until end of 2011–12 fiscal year)</td>
<td>Results:
2011–12: 54,787 accounts (total number of accounts since start of Program)
Historical Results:
As of September 2010, 36,345 accounts.</td>
</tr>
</table>

<table>
<tr><td>Plans (RDSPs) to save for the future.</td><td></td><td></td><td></td></tr>
<tr><td>Canada's families with children have an adequate level of income to maintain their standard of living.</td><td>Low-income incidence[d], depth[b] and persistence[e] for Canadians in families with children[f] with income security support[g], using the Market Basket Measure.

Source: HRSDC calculations based on the Survey of Labour and Income Dynamics, 2010</td><td>Actual 2008 Results (Revised)
<table><tr><td></td><td>% of Canadians in families with children who had low income</td><td>% of Canadians in families with children who would have had low income without the support of the National Child Benefit Supplement and the Universal Child Care Benefit</td><td>Difference</td></tr><tr><td>Incidence</td><td>9.0</td><td>11.9</td><td>2.9</td></tr><tr><td>Depth</td><td>26.4</td><td>32.9</td><td>6.6</td></tr><tr><td>Persistence</td><td>6.6</td><td>9.6</td><td>3.0</td></tr></table></td><td>Results:
2010:
<table><tr><td></td><td>% of Canadians in families with children who had low income</td><td>% of Canadians in families with children who would have had low income without the support of the National Child Benefit Supplement and the Universal Child Care Benefit</td><td>Difference</td></tr><tr><td>Incidence</td><td>8.6</td><td>12.0</td><td>3.4</td></tr><tr><td>Depth</td><td>25.9</td><td>31.3</td><td>5.4</td></tr></table>Historical Results:*
<table><tr><td>2009</td><td>Incidence</td><td>9.9</td><td>13.4</td><td>3.4</td></tr><tr><td></td><td>Depth</td><td>28.2</td><td>33.4</td><td>5.2</td></tr><tr><td>2008</td><td>Incidence</td><td>9.0</td><td>11.9</td><td>2.9</td></tr><tr><td></td><td>Depth</td><td>26.4</td><td>32.9</td><td>6.6</td></tr><tr><td>2007</td><td>Incidence</td><td>7.9</td><td>11.6</td><td>3.6</td></tr><tr><td></td><td>Depth</td><td>27.1</td><td>32.3</td><td>5.1</td></tr><tr><td>2006</td><td>Incidence</td><td>9.3</td><td>12.5</td><td>3.2</td></tr><tr><td></td><td>Depth</td><td>26.0</td><td>31.4</td><td>5.4</td></tr><tr><td>2005</td><td>Incidence</td><td>10.0</td><td>12.8</td><td>2.8</td></tr><tr><td></td><td>Depth</td><td>28.7</td><td>32.2</td><td>3.5</td></tr></table>* Statistics Canada changes of the SLID sample weights for 2006 and the years following affect the comparability to historical results provided in previous reports. While some numbers have changed slightly, trends remain the same. Note: Data on persistence is no longer reported due to data and methodology limitations. There is a two–year lag in the availability of data for this indicator.</td></tr>
</table>

[a] Low income incidence is the percentage of individuals in any group living in families with a disposable income below their low-income threshold.

[b] Depth of low income is defined as the percentage by which the income of persons living in low-income families falls short of the relevant threshold. For example, members of a family whose Market Basket Measure (MBM) threshold is $25,000 and disposable income is $20,000, would have a depth of low income of $5,000 divided by $25,000 or 20%.

[c] The Market Basket Measure (MBM) is a measure of low income based on the cost of a specified basket of goods and services. The MBM measures the incidence, depth and persistence of low income nationally for all main age groups and genders, as well as for the five groups at high risk of persistent low income (lone parents; unattached individuals aged 45-64; persons with work-limiting disabilities; recent immigrants; and Aboriginal people in Canada living off reserve). The MBM is calculated using individuals in families as opposed to families themselves as the unit of analysis. This, in particular, allows the calculation of the persistence of low income which cannot be estimated if families are used as the unit of analysis. When simulating low-income incidence, depth and persistence without income security support, it is assumed that

individuals' and family behaviour and the amounts received from other government programs remain constant. These assumptions provide a worst-case estimate.

[d] Low income incidence is the percentage of individuals living in families with children with a disposable income below their relevant low-income threshold.

[e] A person is said to experience persistent low income using the MBM if the total annual disposable family income to which he/she belongs over the period of years being examined was less than the total of the low-income thresholds for this family for those years. Persistence of low income is calculated using data from the most recent panel of the Survey of Labour and Income Dynamics, which covers years 2005 to 2008 (that is, four years out of six for a complete panel).

[f] Children are family members under the age of 18.

[g] Includes all government income support transfers and tax benefits.

Performance Summary and Analysis of Program Activity

HRSDC conducted analysis of changes to the Old Age Security (OAS) program, such as the age of eligibility and the introduction of deferred benefits. Information Sharing Agreements (ISAs) were negotiated with five provinces (and negotiations commenced with three others) for the provincial implementation of OAS amendments to limit payments made to incarcerated individuals. Furthermore, the Department negotiated both the ISA with Quebec and the Memorandum of Understanding amendment with the Canada Revenue Agency for OAS Automatic Enrolment.

As part of the completed 2010–12 Triennial Review process, the Department proposed several legislative technical amendments to the CPP, of which two are Canada Pension Plan Disability (CPPD) related. A report on the CPPD summative evaluation and related management response was released and a management action plan was developed to guide CPPD's efforts to implement the recommendations. In addition, CPPD continues to support Service Canada and delivery of CPPD benefits through the provision of policy and program guidance and medical expertise.

The Department completed work on the implementation of the Canada Disability Savings Program (CDSP), including improvements announced in Budget 2010 and Budget 2011. HRSDC also provided advice to the Department of Finance for its three-year review of the CDSP. Finally, the Program continued diverse outreach activities and implemented its communications strategy. Activities included:

- information kits, which were sent to provincial/territorial income assistance offices, departments supporting families with children with disabilities, Regional Health Authorities, Public Guardian offices, hospitals, rehabilitation centres, community-based organizations and publicly-funded elementary and high schools. Program information was also included in Canada Revenue Agency letters sent to individuals, under the age of 60, newly eligible for the Disability Tax Credit; and
- a pan-Canadian print and internet advertising campaign which was conducted via the Departmental Twitter Account. Additionally, videos (complete with closed captioning and

voice narration) were produced, and posted on the Program's website to provide Deaf and Hard of Hearing Canadians with high-level program information.

HRSDC also met its commitments against the following plan, which is identified in the RPP.

Improve CPP/OAS services and policies for seniors.

To protect Canada's most vulnerable seniors, Budget 2011 introduced a new Guaranteed Income Supplement (GIS) top-up benefit. This new benefit represents the largest increase to the GIS for the lowest-income seniors in a quarter century. Furthermore, to ensure that Canada's public pensions remain sustainable for generations to come and to better reflect life expectancy, Budget 2012 announced an increase in the age of eligibility for the OAS from 65 to 67 to be fully implemented in 2029. Budget 2012 also permitted individuals, beginning in July 2013, to choose to defer their OAS pension for up to five years, in exchange for an enhanced monthly benefit.

The Department completed the required policy work for CPP Reforms being phased in from 2011–2016, including: rebalancing of the pension adjustments for early and late retirees; enhancing the benefit calculations to allow up to an additional year of low earnings during a person's career, and allowing CPP retirees who choose to work between the ages of 60 and 70 to continue to contribute to the Plan to increase their retirement income by way of the new Post-Retirement Benefit.

Lessons Learned

Feedback from stakeholders of the Canada Disability Savings Program reinforces that in-person outreach activities—for example, conference exhibits and information sessions—are among the most effective ways to increase program awareness, and in turn, take-up. This is echoed by findings in many summative and formative evaluations for other government programs' outreach activities. For a complex program like the CDSP, attentiveness to plain language and an understanding of barriers to financial literacy are also important. In-person information sharing affords the opportunity to explain the Program and answer questions, bearing these challenges in mind. The CDSP thus continued to carry out considerable in-person activities in 2011–12, including:

- Program staff exhibited the Program at several conferences, attended by social services and health care providers, and visited with community-based organizations and provincial/territorial representatives that provide information and support to people with disabilities and their families.
- Contracts were awarded to non-governmental organizations to deliver information sessions and provide one-on-one support to assist people with disabilities and their families to learn about and apply for the Registered Disability Savings Plan, the grant and the bond.

Program Activity: Social Development

Program Activity Descriptions

This program activity supports programs for the homeless or those individuals at risk of homelessness, as well as programs for children, families, seniors, communities and people with disabilities. It provides these groups with the knowledge, information and opportunities to move forward with their own solutions to social and economic challenges.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities	Actual Spending
2,898.3	2,940.9	2,865.6

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
578	537	41

Expected Results	Performance Indicators	Targets	Actual Results
Homelessness is prevented and reduced.	Number of people placed in longer-term stable housing through Homelessness Partnering Strategy-funded projects. Source: Administrative Data	Baseline Year	Results: 2011–12: 8,946 (average for 2007–2011)* *The data for 2011–12 is not complete at this time so input is based on 2007–2011 data. 8,946 represents the average annual number of people placed over the course of four years.
Not-for-profit organizations have capacity to respond to existing and emerging social issues for target populations.	Number of partnerships/ networks developed by funding recipients as a result of funded projects (Social Development Partnership Program – Children and Families component). Source: Administrative Data	Baseline Year	Results: 2011–12: 962

Social not-for-profit organizations have capacity to respond to existing and emerging social issues related to people with disabilities.	Number of partnerships/networks developed by funding recipients as a result of funded projects (Social Development Partnership Program – Disability (SDPP-D) component). Source: Administrative Data	Baseline Year	Results: 2011–12: 18,290
Seniors are engaged within communities.	Number of seniors participating in, or benefiting from, New Horizons for Seniors Program (NHSP) funded projects. Source: Administrative Data	Baseline Year	Results: 2011–12: 216,538
People with disabilities can access community facilities.	Number of projects funded through the Enabling Accessibility Fund (EAF). Source: Administrative Data	210	Results: 2011–12: 107 Historical Results: 2010–11: 193 2009–10: 170 2008–09: 166 The Program target was not met due to the additional time required to complete the assessment process for the EAF's 4th Call for Proposals for small projects.
	Ratio of rural funded projects to urban funded projects. Source: Administrative Data	43.5%	Results: 2011–12: 41.1% Historical Results: 2010–11: 39.8% 2009–10: 42% 2008–09: 45%

Performance Summary and Analysis of Program Activity

In 2011–12, HRSDC continued to deliver social programs and disseminate knowledge to further the inclusion of vulnerable populations, including seniors, people with disabilities and those who are homeless or at risk of homelessness. The Department continued to emphasize the importance of communities that develop local solutions to issues of social and financial inclusion.

As the focal point on seniors and population aging issues, HRSDC provided leadership in the development and design of seniors-related policies, including on the issues of elder and financial abuse. It has done so by engaging with partners, generating and sharing policy analysis, and effectively supporting the Minister of State (Seniors), the National Seniors Council, the F/P/T Forum of Ministers Responsible for Seniors and the Interdepartmental Committee on Seniors. Of note, the Department planned and implemented the first-ever National Seniors Day in 2011, as well as a national meeting for National Seniors Council members in Ottawa and the meeting of F/P/T Ministers Responsible for Seniors in Hamilton, Ontario. As a result of Calls for Proposals (CFPs) in 2008 and 2009, 25 multi-year contribution agreements for New Horizons for Seniors Program pan-Canadian elder abuse awareness projects continued in 2011–12. This year saw an additional CFP issued for pan-Canadian elder abuse awareness projects, with results to be announced in early 2012–13, following the negotiation of funding agreements.

As the federal focal point for disability issues, HRSDC led the production of the federal portion of the first report to the United Nations Convention on the Rights of Persons with Disabilities. In 2011–12, the Social Development Partnership Program – Disability supported a variety of projects which advanced the integration of persons with disabilities in all aspects of Canadian society. Further, the Department brokered engagement with provincial and territorial officials on the development of the disability data and information strategy, and engaged national disability stakeholders on intermittent work capacity and barriers to employment for Canadians with disabilities.

In 2010–11, the Enabling Accessibility Fund (EAF) administered a CFP for the mid-sized project component. This CFP resulted in the approval of five projects for funding, all of which will improve the built environment through retrofits, renovations or new construction of facilities within Canada. These projects will reduce or remove barriers and increase opportunities for people with disabilities, enabling them to participate more fully in their communities. The third CFP for small projects was held in 2010 and 101 projects were funded in 2011–12. Since its inception in 2007–08, the EAF has provided funding for over 800 projects designed to create or enhance accessibility for people with disabilities within Canada.

HRSDC also fully met its commitments against the following plans, which were identified in the 2011–12 RPP.

Implement the new approach to the Homelessness Partnering Strategy.

The Government has renewed the Homelessness Partnering Strategy (HPS) until 2014 at the current funding level ($134.8 million per year), with a number of key enhancements to be implemented and tracked. In 2011–12, officials met with all provinces and territories (P/Ts) to initiate F/P/T relationships on the HPS, increase P/T understanding of the HPS and establish bilateral HPS arrangements with each P/T, including identifying areas of collaboration. The F/P/T arrangements facilitated P/T participation on community and regional advisory boards and input to the development of community progress indicators; a tool to strengthen HPS capital project sustainability; and the HPS research strategy. The fourth Canada–Quebec Agreement was signed on June 20, 2011, and ensures a seamless transition to the renewed HPS program in the province through to March 2014.

A new research agenda and a dissemination strategy, developed in consultation with communities, are more accessible and responsive to needs at the local level. Two CFPs were launched to increase knowledge about youth homelessness and homelessness in rural and remote areas. A summary of all research undertaken since 2007 was completed and is categorized by theme and by province. This will further facilitate information dissemination to communities. Accountability has been reinforced through better data collection of non-identifiable shelter data, including the revision of information sharing agreements with service providers and interested provinces, and through piloting of Community Progress Indicators, currently underway in six communities across Canada. Since 2010, coverage of emergency shelter data collection has expanded significantly. Excluding Alberta and Quebec, where data sharing will be achieved through information sharing agreements currently being negotiated with provincial governments, data collection coverage in Canada has expanded and is on track to cover over 80 percent of shelters by the fall of 2012. HRSDC also completed the development of a new version of the Homeless Individuals and Families Information System software. The new version doubles its previous features and will allow for the sharing of more information to support increased knowledge on homelessness.

Strengthen social partnerships and promote contributions from different sectors of society in the development of new approaches to social challenges.

HRSDC has been examining new approaches to address complex social issues, including building multi-sector partnerships and leveraging local community assets. HRSDC shared information across the federal government and actively explored opportunities for collaboration on social finance related issues. Two meetings were held in 2011–12 with members from 13 departments and agencies. The Department also actively engaged a variety of stakeholders from non-government sectors to advance this agenda.

The Department has begun to re-position its funding approach for the Social Development Partnerships Program. This is being informed by pilot projects with third party delivery organizations requiring leveraging of non-federal resources.

The Prime Minister's Volunteer Awards were designed, developed and implemented in close collaboration with many groups within the Department and with central agencies.

Also, the Enabling Accessibility Fund 2011 small projects Call for Proposals introduced mandatory leveraging to support the Government in its commitment to take steps to complement community efforts to increase accessibility by: encouraging the development of government/ community partnerships; enabling communities to tackle local challenges; testing new approaches to improve performance and increase the impact of federal spending; and increasing innovation to address social issues.

Lessons Learned

During the fall of 2009 housing and homelessness consultations with communities and key stakeholders, communities suggested that research funded by the HPS could be more responsive to their needs and findings could be made more accessible through improved communication channels. To address these concerns, the HPS has:

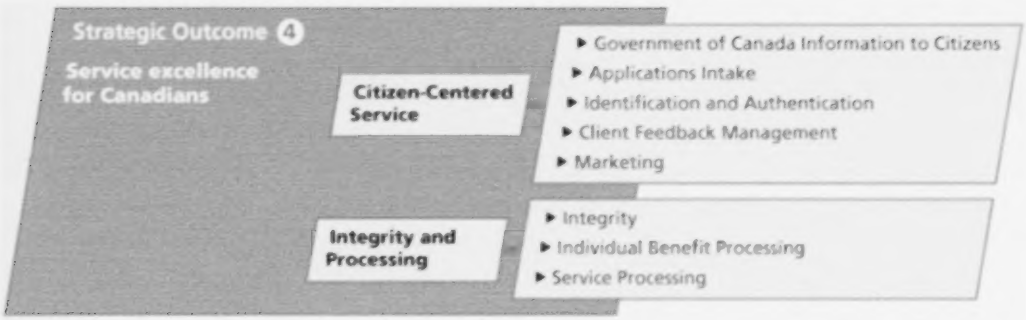
- launched a survey of communities and hosted three regional discussion groups aimed at better understanding community priorities and exploring the best ways to disseminate/communicate homelessness information;
- developed a research inventory dating back to 2007, indexed by theme and by province for ease of access;
- developed additional communication channels, including expanding the HPS section of the HRSDC website to promote successful practices related to homelessness; and
- hosted teleforums (webinars) and developed an information bulletin.

In response to the 2009 HPS audit and concerns raised by provinces and territories, the HPS developed and implemented a tool to strengthen HPS capital project sustainability. Further to this, regional staff now have access to expert advice on real property viability for capital projects, as well expertise relating to the sustainability of the operational costs of capital projects (including mortgaging and financing).

The HP Secretariat will continue to monitor/evaluate the responsiveness of its improved dissemination strategy and research agenda to ensure that communities have access to the best tools and information to address homelessness.

In an effort to ease the burden on communities related to information collection, the 2011–14 HPS community planning tools were developed considering lessons learned from the previous community planning cycle (2007). A new streamlined process led to most community plans being completed and approved much earlier in the cycle. The revised tool provided high quality data while also decreasing the number of challenges reported by communities by more than half.

Strategic Outcome 4



Service excellence for Canadians is about providing personalized access to Government of Canada information, programs and services in a convenient manner. This means service in both official languages, using various channels—including online, by telephone, in person and by mail or fax—so that Canadians have access to the support they need, when they need it.

Providing service excellence for Canadians also means that when Canadians apply for Government of Canada benefits or services, they receive an accurate benefit payment or a notification of non-payment in a timely manner, and that all personal information is protected from inappropriate use and access, and managed in accordance with relevant legislation and policies.

Ongoing feedback received from citizens, as well as front-line employees, helps to shape the Department's service improvement plans. This connection to Canadians presents opportunities for engagement, dialogue and feedback on policy directions, program development and service delivery with respect to citizens' changing needs and expectations.

Program Activity: Citizen-Centred Service

Program Activity Descriptions

This program activity aims at improving service delivery to Canadians by giving them access to one-stop, easy-to-access personalized service on the internet, by telephone, in person or by mail. This program activity is supported by comprehensive client strategies and partnerships with other departments, levels of government and community-based partners. It also includes ways for clients to provide feedback and is responsible for increasing public awareness of Service Canada.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities*	Actual Spending*
431.3	489.2	481.6

* Excludes amount deemed appropriated to Shared Services Canada.

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
5,818	5,020	798

Expected Results	Performance Indicators	Targets	Actual Results
Canadians have one-stop, personalized access to Government of Canada programs and services.	Percentage of in-person clients who were proactively offered targeted information in addition to their original request. Source: In-Person Survey	Baseline Year	Results: 2011–12: In-Person Survey: 70% The indicator tracks whether clients leaving Service Canada Centres recall being offered information on more than one program and reflects client responses up to six months after their visit to a Service Canada Centre.
	Percentage of clients satisfied with the quality of service received through each channel. Source: Client Satisfaction Survey, 2010	85% (for each channel)	Results: 2011–12: Not available Historical Results: 2010–11: 1 800 O-Canada: 89% In-person: 88% Internet: 79% Telephone*: 78% Mail/fax: 72% 2007–08: 83% 1 800 O-Canada: 90% Internet: 84% In-person: 88% Telephone: 84% Mail/fax: 83% 2005–06: 84% 1 800 O-Canada: 92% Internet: 79% In-person: 86% Telephone: 78% Mail/fax: 79%

			Note: The Client Satisfaction Survey is a biennial survey. It was last conducted in 2010–11. * Excludes 1 800 O-Canada
	Number of federal partners under agreement with Service Canada for service delivery. Source: Administrative Data	11	Results: 2011–12: 10* Historical Results: 2010–11: 11 2009–10: 13 This indicator reflects the number of federal departments with a partnership agreement with Service Canada for service delivery during the year. Additionally, the Department provided a telephone information service for a number of other federal departments through agreements with the Canada Enquiry Centre that manages the 1 800 O-Canada call centre. * This number reflects only the number of partners at year's end. During 2011–12 Service Canada had up to14 partners.
Canadians are able to access information on Government of Canada programs and services online, over the telephone and in-person.	Percentage of availability of Internet (www.servicecanada.gc.ca). Source: Administrative Data	98%	Results: 2011–12: 99.9% Historical Results: 2010–11: 99.9% 2009–10: 99.9%
	Percentage of calls to 1 800 O-Canada answered by an agent within 18 seconds. Source: Administrative Data	85%	Results: 2011–12: 73% Historical Results: 2010–11: 87.0% 2009–10: 90.0% 2008–09: 87.0% 2007–08: 88.0% 2006–07: 85.0% 1 800 O-Canada has experienced a significant increase in calls. Efforts were made to maximize agent utilization levels, but were not sufficient to respond to the increase in volume. While service improved throughout the year, it has not yet returned to previous levels.

	Percentage of Canadians with access to a Service Canada point of service within 50 kilometres of where they live. Source: Administrative Data	90%	Results: 2011–12: 95.8% Historical Results: 2010–11: 95.8% 2009–10: 95.7% 2008–09: 95.6% 2007–08: 95.4% 2006–07: 95.1%
Canadians receive an accurate review of passport applications by Service Canada agents.	Percentage of passport applications accurately reviewed and authenticated by receiving agents. Source: Administrative Data	98%	Results: 2011–12: 98.2% Historical Results: 2011–12: 98.2% 2009–10: 97.4% Passport volumes at Service Canada Centres were 23% higher compared to 2010–11. Despite this large increase, Service Canada maintained its accuracy rate.
Canadians receive a timely response to the feedback they submitted regarding delivery of services by Service Canada.	Percentage of Office for Client Satisfaction feedback replied to within seven working days of receipt. Source: Administrative Data	100%	Results: 2011–12: 95.3% Historical Results: 2010–11: 100% 2009–10: 100% 2008–09: 100% 2007–08: 100% Performance for 2011–12 was lower than in previous years due to a significant increase in feedback volume (+176% compared to fiscal 2010–11).

Performance Summary and Analysis of Program Activity

This program activity supports the Government of Canada's efforts to achieve single-window, seamless service delivery to promote timely, positive service experiences and overall client satisfaction. Satisfaction is measured formally with the biennial Client Satisfaction Survey and the In-Person Survey. The Department also systematically captures feedback from clients and employees on service, enabling the needs and experiences of Canadians to shape service improvements.

The Department made significant progress on transforming service delivery and broadening access to more Government of Canada services. It is expected that client satisfaction ratings will increase in 2012–13 as a result of ongoing efforts to automate and streamline service delivery.

In 2011–12, the Department managed some 127.9 million interactions with Canadians, including 9 million requests made in-person, close to 41.9 million phone calls and over 76 million visits to the servicecanada.gc.ca website.

Improvements were made to service offerings and online services to encourage clients to take advantage of self-service options. The first contact resolution approach was enhanced with the aim of resolving specific client enquiries at the first point of contact. In addition, the Department strengthened its ability to capture feedback about services, enabling the needs and experiences of Canadians and frontline employees to shape service improvements and inform the modernization of service delivery.

The Department signed a number of short-term agreements with other federal organizations to provide easy access to more Government of Canada information and services.

HRSDC also met its commitments against the following plans, which were identified in the 2011–12 RPP.

Modernize service delivery and enhance the service delivery channels that Canadians use.

In 2011–12, the Department focused efforts on ensuring that its programs and services continue to respond to the needs of Canadians and that clients have a consistent service experience across all the channels of its integrated service delivery network (i.e. internet, telephone, in-person). Improvements were made to service offerings and online services to encourage clients to take advantage of electronic services and self-service options when they are seeking information and carrying out transactions with the Department. One important element to providing Canadians with modern, focused and efficient service delivery is the My Service Canada Account (MSCA).

To further encourage Canadians to access services through self-service mechanisms, six new information videos were made available on the Department's website. The videos contain useful tips and information about the Record of Employment, retirement benefits, Social Insurance Number and employment skills. From July 2011 to March 2012, the six new videos were viewed 41,995 times. There are now 16 videos that can be accessed online, which were viewed 491,793 times between April 2011 and the end of the fiscal year. To better meet the needs of younger clients, the Department introduced an online service offering for youth. The enhanced online features found at youth.gc.ca enable youth to access 24 hours a day, year-round, the services that were previously offered at seasonal Service Canada Centres for Youth. Youth can still receive in-person service at Service Canada Centres.

The specialized call centres for Employment Insurance and Canada Pension Plan and Old Age Security answered 8.7 million calls for information and services during 2011–12. Efforts continued to identify opportunities to modernize the Department's service delivery model with the objective of increasing first contact resolution for our clients. In 2011–12, EI call centre agents' responsibilities were expanded to allow them to resolve specific client enquiry types at the first point of contact. Enhancements were made to the call centre technology platform so clients are provided with the estimated wait time to speak with a specialized call centre agent. This new capability better manages client expectations and empowers clients to choose between waiting for an agent or trying an alternate mode of service delivery, such as the internet.

The Department also launched the Employer Contact Centre initiative in 2011–12 in an effort to standardize and streamline services provided to employers.

During the year, the Department offered outreach services through 270 Scheduled Outreach Sites (a point of service physically located outside a Service Canada Centre that offers similar service levels) by fiscal year end. Instead of citizens having to travel to the closest SCC, Service Canada staff travel to pre-determined locations on a regular basis to provide transaction services to Canadians, such as accepting a pension application, issuing a Social Insurance Number, accepting payments or providing personalized advice on government programs and services.

To improve the efficiency and effectiveness of client services in 2011 the CSLP and the Government of British Columbia implemented an integrated student financial assistance program. This included a Master Student Financial Assistance Agreement, which is a first in Canada for student loans. This allows borrowers to enter into one student loan agreement for the lifetime of their studies rather than completing a new agreement every school year.

To improve Canadians' awareness of savings incentives, HRSDC distributed 400,000 brochures to encourage Canadians to save for children's post-secondary education. It also mailed out 600,000 letters to inform Canadians of their eligibility to receive the Canada Learning Bond. HRSDC also funded activities in various target locations across the country to inform and encourage Canadians to save for post-secondary education of their children.

Increase the use of client feedback.

The Department continued to further improve its business intelligence and strengthened its ability to capture feedback regarding services, enabling the needs and experiences of Canadians to shape service improvements and inform the modernization of service delivery. Last year, the Department developed an integrated consultation framework and plan to facilitate consultations between the Department and official languages minority communities. The information obtained

through these activities was analyzed and integrated into the Department's policy development and service strategies.

Through the Voice of the Client initiative, the Department consolidated client feedback collected from a number of different sources. Furthermore, in 2011–12, the Voice of the Client was complemented with the addition of the Voice of our Employees initiative, which enabled employees, particularly those on the front-line, to provide ideas, suggestions and feedback on service delivery. The systematic collection and consideration of client and employee feedback provides an important source of business intelligence on how best to modernize service delivery, and this feedback is also used in departmental planning.

Increase the scope of services to which Service Canada provides access.

In addition to delivering core programs on behalf of HRSDC, work was undertaken in 2011–12 to advance the vision of Service Canada as the service delivery agent for the Government of Canada.

In 2011–12, the Department took on general telephone enquiry services, via 1 800 O-Canada, as the first phase of our service delivery partnership and dedicated toll-free lines for Veterans Affairs Canada (including supporting the transition to direct deposit for the Veterans Independence Program). In addition, the Department assisted the following in delivering their programs: Public Safety Canada (including receipt of applications for Ex Gratia payments for families of the Air India flight 182 victims); the Prime Minister's Volunteer Awards (to recognize contributions in improving the well-being of families and their communities); Canadian Heritage (in support of the transition to digital television); the Royal Canadian Mint (including processing orders); and the Treasury Board Secretariat (for the new Values and Ethics Code for the Public Sector).

These new arrangements are aimed at providing Canadians with ever-increasing easy access to more Government of Canada information and services.

Lessons Learned

To optimize service delivery to citizens, while at the same time reducing costs to Canadians, HRSDC identified an opportunity to introduce part-time offices (Service Canada Centres) within the Department's in-person service delivery network. As part of ongoing analysis of the in-person service delivery network, the Department identified opportunities to increase efficiencies by aligning the hours of services of offices in rural and remote areas to client demand. Under the existing in-person points of service network, all Service Canada Centres have been open five days per week. In offices with lower client volumes, introducing part-time offices

("Micro Service Canada Centres") provides a scalable and flexible way to "right-size" in-person service based on client demand, while maintaining community points of presence.

The Department continued efforts to enhance online services to citizens. To ensure the best possible user experience for citizens using the online My Service Canada Account (MSCA), Service Canada met with industry leaders including the banking industry and other leading-edge government organizations to learn their best practices. Learning these best practices from industry helped guide the development of MSCA's expansion features that will enable the Department to be more modern, focused and efficient. This will also keep HRSDC focused on models that are proven to work in a transactional realm and, in turn, develop a task-based approach to offering services.

Program Activity: Integrity and Processing

Program Activity Descriptions

This program activity enhances and strengthens the integrity of Service Canada services and programs to ensure that the right person receives the right service or benefit at the right time and for the intended purpose.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities*	Actual Spending*
638.4	793.9	786.5

* Excludes amount deemed appropriated to Shared Services Canada.

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
8,292	8,271	21

Expected Results	Performance Indicators	Targets	Actual Results
Services and benefits are delivered accurately.	Payment Accuracy of Employment Insurance. Source: Administrative Data	95%	Results: 2011–12: 95.2% Historical Results: 2010–11: 94.0% 2009–10: 96.1% 2008–09: 95.4% 2007–08: 94.3% 2006–07: 94.8%

	Payment Accuracy of Canada Pension Plan. Source: Administrative Data	95%	Results: 2011–12: 99.8% Historical Results: 2010–11: 99.8% 2009–10: 99.9% 2008–09: 98.5%
	Payment Accuracy of Old Age Security/ Guaranteed Income Supplement and Allowance/Allowance for the Survivor. Source: Administrative Data	95%	Results: 2011–12: Results by Benefit Type* Old Age Security Basic Pension: 99.7% Guaranteed Income Supplement: 97.1% Allowance/Allowance for the Survivor: 96.0% Composite Rate: 99.1% Historical Results: 2010–11: 99.6% 2009–10: 99.5% 2008–09: 98.4% 2007–08: 99.9% *As of April 2011, the Old Age Security Payment Accuracy Review methodology was modified to perform reviews by benefit type as recommended by the Office of the Auditor General.
Services and benefits are delivered securely.	Once identified, percentage of clients notified within 10 business days that their personal information was potentially put at risk. Source: Administrative Data	100%	Results: 2011–12: 95.6% Historical Results: 2010–11: 92.7% The year-over-year data show an improvement resulting from improved process implementation and communication on a national basis. The expectation is that this trend will continue in the coming years until the target is fully met.
Services and benefits are delivered in a timely manner.	Percentage of Employment Insurance benefit payments or non-payment notifications issued within 28 days of filing. Source: Administrative Data	80%	Results: 2011–12: 71.1% Historical Results: 2010–11: 83.9% 2009–10: 84.2% 2008–09: 79.1% 2007–08: 80.3% 2006–07: 79.7% Meeting this performance target was challenging in 2011–12 due to higher demands than previously forecasted for EI services.

	Percentage of Canada Pension Plan retirement benefits paid within the first month of entitlement. Source: Administrative Data	90%	Results: 2011–12: 96.2% Historical Results: 2010–11: 96.9% 2009–10: 96.2% 2008–09: 91.3% 2007–08: 91.8% 2006–07: 92.8% For clients who applied early (i.e. applications received prior to the month of entitlement), payment was issued no later than the first month of entitlement), For clients who apply late (i.e. applications received in or after the first month of entitlement), payment was issued no later than the month following the month of application. Due to differences in processes and timelines, results do not include benefits paid by National Information and Benefits Services and International Operations. A total of 691,897 CPP applications were processed in 2011–12, compared to 662,647 in 2010–11 and 637,831 in 2009–10. This total includes applications for Retirement, Death, Survivor, Children's Benefits, Credit Splitting and Pension Sharing.
	Percentage of Old Age Security basic benefits paid within the first month of entitlement. Source: Administrative Data	90%	Results: 2011–12: 91.0% Historical Results: 2010–11: 92% 2009–10: 91.7% 2008–09: 92.1% 2007–08: 93.7% 2006–07: 94.1% For clients who applied before their 65th birthday, payment was issued in the month they turn 65. For clients who applied after their 65th birthday, payment was issued no later than the month following the month of application. Due to differences in processes and

			timelines, results do not include benefits paid by International Operations. A total of 2,460,476 OAS applications were processed in 2011–12, compared to 2,359,654 in 2010–11. This total includes applications for the basic OAS pension, automated renewals through a data feed from the CRA, as well as manual renewals for the Guaranteed Income Supplement, Allowance and Allowance for the Survivor. The total also includes the Estimates of Income and Foreign Benefit Applications and Liaisons where Service Canada helps Canadian citizens apply for benefits in another country. For example, Service Canada may provide to another country the time periods of residence in Canada to help the client qualify for a foreign pension.
	Percentage of initial Apprenticeship Incentive Grant payments and non-payment notifications issued within 28 calendar days. Source: Administrative Data	95%	Results: 2011–12: 85% Historical Results: 2010–11: 99% 2009–10: 98% 2008–09: 98% 2007–08: 93% Weak results during the first months of year were linked to the volume of grant applications. The volume of applications decreased in July, August and September, allowing processing to focus on reducing the backlog. Constant increases in monthly performance have been registered since then. For the five-month period between October 2011 to February 2012, monthly performance has been 98.2% or higher.

	Percentage of initial Apprenticeship Completion Grant payments and non-payment notifications issued within 28 calendar days. Source: Administrative Data	95%	Results: 2011–12: 92% Historical Results: 2010–11: 95% 2009–10: 99%
	Percentage of initial Wage Earner Protection Program payments and non-payment notifications issued within 42 calendar days. Source: Administrative Data	Baseline Year	Results: 2011–12: 81.3% Methodology used to measure results has changed for this indicator.
	Percentage of Social Insurance Numbers (SINs) issued in one visit and cards issued within five business days from date of receipt of request (based on complete applications with all supporting documents). Source: Administrative Data	90% (within five days)	Results: 2011–12: SINs in one visit: 98.4% SIN cards in 5 days: 94.6% Historical Results: 2010–11: SINs in one visit: 97.9% SIN cards in 5 days: 94.0% 2009-2010: SINs in one visit: 97.4% SIN cards in 5 days: 93.2% Both indicators continued to exceed the target, showing gradual improvement over the last three years. Validating primary identification documents electronically with provincial vital statistics agencies is transforming the verification process.
Clients are accurately identified for the purpose of receiving the appropriate service or benefit for SIN-based programs.	Amount of program savings estimated from overpayments identified and the avoidance of future costs. Source: Administrative Data	Baseline Year	Results: 2011–12: $472.17M EI program savings achieved: $380.65M CPP program savings achieved: $35.60M OAS program savings achieved: $55.92M.
	Percentage of clients identified accurately. Source: Administrative Data	Baseline Year	Results: 2011–12: 98.89%

	Accuracy rate for legitimate Social Insurance Numbers in the Social Insurance Registry. Source: Administrative Data	99.9%	Results: 2011–12: 99.9% Historical Results: 2010–11: 99.9% 2009–10: 99.9% 2008–09: 99.9% Performance continued to meet targets.

Performance Summary and Analysis of Program Activity

This program activity positions the Department to better ensure the accuracy of payments, the security and privacy of personal information and the overall quality of the service offerings provided to Canadians. In delivering CPP, OAS and EI benefits of over $90.6 billion in 2011-2012, the Department processed applications to establish Canadians' eligibility to receive benefits, calculated the correct amounts of those benefits, made revisions to benefits of individuals who are already in pay, as well as issued payments.

HRSDC also made progress on its commitments against the following plans, which were identified in the 2011–12 RPP.

Enhance internal efficiencies through automation of Employment Insurance.

Over the past several years, the Department has been implementing a staged plan to automate EI claims in the areas of registration, assessment and adjudication. A number of key services have been automated and are now in place to set the stage for a transformed EI service delivery model. Through increased automation of EI claims processing (e.g. by promoting employer electronic filing of Records of Employment), processing costs have been reduced.

In 2011–12, 98 percent of EI applications were submitted online with over 59 percent of all claims at least partially or fully automated. Enhanced services allow clients to provide revised information on their claims in an electronic format, which is easier for them, reduces paper records and enables further automation. Decisions and calculations can now be made automatically based on revised information filed electronically.

Meeting performance targets was a challenge in 2011–12, as major milestones on the automation and service improvement agenda coincided with continuing high demands for service, particularly EI claims. As in previous years, the Department added resources during the year in response to higher demands for EI processing. These additional resources were added to ensure that Canadians received their benefits as quickly as possible.

Improve Canada Pension Plan and Old Age Security services for seniors.

The effects of population aging and rising life expectancy will have a profound impact on the composition of the Canadian population in the coming years and will lead to an increased demand for CPP and OAS. To better serve this growing number of seniors, the Department has continued its efforts to strengthen the administration of the CPP and OAS.

In 2011–12, the Department processed a higher volume of CPP and OAS applications than the previous year, successfully implemented the legislative GIS enhancement announced in Budget 2011, implemented new international social security agreements and began a pilot to assess measures to streamline the application process for CPP Disability benefits.

The Department further developed a comprehensive strategy to improve OAS services to seniors while reducing administrative costs. A proactive enrolment regime will be put in a place to eliminate the need for seniors to apply for OAS and GIS if they meet eligibility requirements. Budget 2012 announced these changes.

The Department also implemented several changes to the CPP in January 2012 as a result of Bill C-51 (*Economic Recovery Act (stimulus)*). The changes provide greater flexibility for older workers to combine pension and work income if they wish, modestly expand pension coverage and improve fairness in the Plan's flexible retirement provisions.

Starting in January 2012, the second pension adjustment for early (between ages 60 and 64) and late (between ages 66 and 70) take-up of the CPP retirement pension was implemented, improving the Plan's fairness. The number of years of low or zero earnings that are automatically dropped from the calculation of CPP pensions was increased. If contributors start their pensions after this change, it may increase their benefit payments. Contributors can also now continue to work and begin receiving their CPP retirement pensions without any work interruption. Contributors who choose to work while receiving their CPP retirement pensions can now continue to make contributions that will increase their payments through the Post-Retirement Benefit.

Improve the integrity of operations.

As part of its Service Delivery Business Transformation, the Department continued to modernize its integrity control framework for the EI, OAS and CPP programs. These initiatives have allowed for improved control measures and the increased use of risk-based approaches to address program integrity issues.

At year end, the results produced by the implementation of these transformations have allowed the automation of certain tasks. This modernization has improved processing time while reducing costs and also diminishing the possibility of human errors. Ultimately, service to our clients improved.

In 2011–12, a number of pilot projects were tested to improve how client error, fraud and abuse of the OAS and CPP programs are identified and addressed. Automation initiatives and refinement of risk-based data analytics related to the EI program resulted in improvements in the efficiency of integrity measures. Findings from these projects were used to test methodologies and to revamp operational procedures and training products resulting in operational efficiencies.

Lessons Learned

In 2011–12, businesses have 24/7 access to online, easy-to-use self-service where 66 percent of Records of Employment (ROEs) are received electronically, resulting in full or partial automation of about 60 percent of initial and renewal claims. To date, implementation of a staged plan to simplify and automate our EI processes, has resulted in reduced errors, increased efficiencies and has ensured that Canadians get the right benefits to which they are entitled. In addition, workload for processing agents was also reduced through increased resolution of issues by call centre agents at first point of contact.

The Department will continue to advance new business approaches to continue to provide consistent service levels for Canadians. These include the One-One-One principle to business management (where service delivery of EI processing will be treated as "One workload, One workforce, One process") and the simplification of business processes and leveraging support from other business lines during peak workload periods. This results in minimal variance in the service that our clients receive from one end of the country to the other, in speed, quality and results.

In 2011–12, HRSDC worked to better leverage the Department's quality intelligence to strengthen program administration and accountabilities across the three core programs (OAS, CPP and EI). Through an internal business expertise forum, the identification of interdependent operational policy, processing and payment issues, as well as discussing approaches for their resolution, resulted in contributing towards greater service excellence to Canadians. In addition, the Department developed options and mitigation/resolution strategies on issues identified by the Department's quality network, which are linked to national processing and payment issues.

The Department made service delivery improvements in response to its experience with the Wage Earner Protection Program (WEPP) and Apprenticeship Incentive Grant (AIG)/ Apprenticeship Completion Grant (ACG). The Department's standards for reporting on operational activities generally measure performance by comparing speed of service and speed of payment against a pre-established level. However, experience with WEPP, AIG and ACG has shown that targets established for foundational programs or other services might not be the most appropriate for new service offerings with more complex payment and processing requirements.

The ongoing roll-out of automation initiatives has allowed the Department to realign EI investigators to the CPP and OAS programs. Although staff could transfer operational skills related to investigations, the lack of CPP and OAS program knowledge necessitated a greater investment in training than originally envisioned. Service Canada College designed national learning products to support the transition of service, integrity and processing operations. A significant focus was placed on modernizing training using virtual/distance/e-learning options.

The Department developed and implemented strategies to respond to the postal disruption in the summer of 2011 to ensure continued timely delivery of payments, as well as a successful GIS renewal process, that prevented an interruption of payments to low-income seniors.

Internal Services

Internal Services
Support to achieving the strategic outcomes
▸ Governance and Management Support
▸ Resource Management Services
▸ Asset Management Services

Program Activity: Internal Services

Program Activity Descriptions

Internal Services support the achievement of the Department's strategic outcomes by providing the resources, guidance, support services and information necessary to design and deliver its programs and services. The definition of internal services is broad and includes policy development, research, audit, evaluation, planning, risk management and executive functions, as well as the more traditional corporate services, such as communications, information management, information technology, human resources and financial management.

At HRSDC, these services are: Corporate Secretariat, the Chief Financial Officer, Human Resources Services, Strategic Policy and Research, Legal Services, Public Affairs and Stakeholder Relations, Internal Audit Services, Internal Integrity and Security, and Innovation and Information Technology.

The proportion of resources dedicated to internal services across the country reflects the complexity and breadth of the Department's mandate, as well as the number and diversity of its points of service and service channels. The Department's decentralized service delivery network is complex and is supported by an equally complex network of internal services, with over 2,000 Internal Services full-time employees located outside the National Capital Region.

2011–12 Financial Resources ($ millions)

Planned Spending	Total Authorities*	Actual Spending*
859.5	971.6	959.5

* Excludes amount deemed appropriated to Shared Services Canada.

2011–12 Human Resources (FTEs)

Planned	Actual	Difference
5,820	5,524	296

Performance Summary and Analysis of Program Activity

HRSDC continued to implement the results of its Strategic Review, which was conducted in 2010 and focused on implementing Budget 2011 initiatives. As the federal department responsible for Employment Insurance, the Wage Earner Protection Program and programs related to an inclusive and skilled labour force, HRSDC has played a key role in the Government's response to the current economic conditions. This included ongoing communications to ensure that Canadians were aware of the various government programs that are available and how changes to policies and programs would affect them.

HRSDC also made progress on its commitments against the following plans, which were identified in the 2011–12 RPP.

Continue to modernize and integrate internal service functions and systems in order to improve our ability to deliver results for Canadians.

Modelled on the successful Service Canada service delivery model, HRSDC's Enabling Services Renewal Program (ESRP)[9] is helping modernize its internal enabling services to build an integrated, tiered *click-call-consult* service delivery model for employees in conjunction with the future implementation of new information technology systems for human resources, financial and materiel management. Over the last 12 months, the Program:

- identified business design requirements that will foster the integration and standardization of services into a new consolidated service delivery model;
- established a coherent release management matrix to ensure that an integrated, holistic approach will be maintained during the life of the Program; and
- introduced a new self-serve integrated intranet site and supporting departmental enquiry service for easy and quick access to internal services, upon which future releases of the Program will be built.

Upon further analysis, the Department decided in October 2011 to defer the work to replace the Departmental Accounts Receivable System so that it could investigate at a later date the possibility of leveraging existing technology.

Pursuing public service renewal through a healthy and enabled workplace, workforce development and leadership.

Creating a healthy and enabling workplace aims at positioning the Department to address the complex transformation that is currently ongoing. In 2011–12, HRSDC was in the second year of a five-year plan to implement a Healthy and Enabling Workplace Strategy, aligned with the departmental Integrated Business Plan, the Renewal Action Plan, the priorities of the Clerk of

the Privy Council Office (as part of the Public Service Renewal) and the results of the 2011 Public Service Employee Survey. Employees and managers have been equipped with additional tools that enable them to create and sustain a healthy and enabling workplace, such as the informal conflict management guidelines; a learning policy and a piloted mentoring program that address development opportunities, facilitate knowledge transfer as well as succession planning; and the "*Where do I turn...?*" information brochure to support employees through transformation.

Aligned with the transformation, the Department has progressed in applying a new organizational design structure (structural modeling) enabling a common approach in providing service to Canadians. The structural modeling supports a healthy and enabling workplace within HRSDC by bringing consistency to work expectations, training and development and rewards. It also enables identification of roles and skills to retain and activities to be eliminated.

To help managers and leaders exercise their accountabilities, human resources services have been modernized through the implementation of a revised and comprehensive delegation instrument and a complete analysis of the departmental human resources policies and guidelines inventory; the release of a revised staffing policy suite and related online training for managers; and the incorporation of a staffing component to the integrated business planning process. Additionally, human resources service standards have been implemented with regards to compensation and benefits, staffing and classification of positions.

HRSDC has continued implementation of the Departmental Language of Work Strategy to foster a corporate culture where the use of both official languages is encouraged and valued. The Department also completed Year 2 of the 2010–13 Diversity and Employment Equity Action Plan, which aims at creating and maintaining an inclusive workplace that reflects Canada's diversity.

HRSDC continues to complete its transformation, while effectively managing its employees through its Workforce Management Strategy. As an example, vacancy management committees have been put in place to ensure consistency, fairness and transparency in the review and approval of indeterminate staffing requests across the Department. Managers are provided with better resource planning tools, such as new people management scorecards and improved dashboards to communicate demographic data. Moreover, the Moving Forward intranet site has been set up to support employees and managers through the period of transformation and offers resources to help them successfully manage changes. As a complement to the Workforce Management Strategy, the Department established a committee to ensure portfolio-wide readiness for the implementation of strategic transformation initiatives. The Department also offered to managers information sessions regarding workforce adjustment and selection of employees for retention or lay-off.

For a second consecutive year, HRSDC was selected by Mediacorp Canada Inc. for four awards, placing the Department among Canada's Top 100 Employers, Canada's Best Diversity Employers, Canada's Top Family-Friendly Employers and the National Capital Region's Top Employers.

Strengthen management measures in support of legislative and policy requirements in the areas of privacy, security and internal integrity.

In 2011–12, the Department initiated development of a two-year Privacy Renewal Action Plan to advance a comprehensive, risk-based, proactive approach to privacy management and the protection of personal information. A Privacy Renewal Task Force was established to lead the development of the Action Plan. Key achievements in 2011–12 include:

- a new Integrated Privacy Management Framework;
- a comprehensive survey on the management of personal information; and
- an internal audit exercise to validate privacy control self-assessments.

The Department has strengthened its internal integrity and security by continuing to implement the TBS Policy on Government Security (PGS). Specifically, a draft of the Departmental Security Plan (DSP), which is required by the Treasury Board Directive on Departmental Security Management under the authority of the PGS, is close to completion. The DSP will set out the priorities and requirements for the Department regarding security risk management, the design, implementation and maintenance of security, as well as security performance management.

HRSDC approved its Strategic Emergency Management Plan (SEMP), which is required under the *Emergency Management Act*. The SEMP is the departmental framework for coordinating emergency management activities and sets out how the Department will assist in a federally coordinated response.

Following consultations with employees at all levels across the Department, including bargaining agents, the HRSDC Code of Conduct has been launched and is being implemented. The new Code incorporates the Treasury Board (TB) Values and Ethics Code for the Public Sector, the TB Policy on Conflict of Interest and Post-Employment, as well as specific behaviours related to HRSDC, the Labour Program and Service Canada. The Guidelines of Professional Conduct for Service Canada and the Guidelines of Professional Conduct for the Labour Program remain in effect and have been updated to reflect the content of the new Codes. In support of the TB policy requirements, HRSDC has taken active measures, such as implementing an automated conflict of interest disclosure system, providing employees access to the Office of Values and Ethics for advice and assistance, making employees aware of their obligations. Furthermore, in compliance

with legislated requirements under the *Public Servants Disclosure Protection Act*, HRSDC has established its internal process and procedures to receive and manage disclosures of wrongdoing.

Develop a sound multi-year Departmental Investment Plan

Government policy requires departments to table an integrated investment plan for their project, asset and acquired services investments every three years. HRSDC's investment plan was approved in 2011–12 and sets the basis upon which future investment decisions, project delivery and asset performance will be measured. Some of the investments within the Plan are being undertaken to improve internal services and lower costs.

Contribute to the Federal Sustainable Development Strategy

HRSDC is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the Greening Government Operations targets through the Internal Services program activity. The department contributes to Theme IV (Shrinking the Environmental Footprint – Beginning with Government) of the FSDS: greenhouse gas emissions, e-waste, managed print, paper consumption, green meetings and green procurement.

For additional details on HRSDC's Greening Government Operations activities, please see the List of Supplementary Information Tables in Section III at:
http://www.hrsdc.gc.ca/eng/publications_resources/dpr/dpr/dpr_2011_2012/suppl_tables/page00.shtml

Lessons Learned

HRSDC delivered results due to strong internal partnerships and planning during 2011–12. Transformation initiatives highlighted the importance of providing employees access to consistent information. The Department created the Moving Forward website where employees and managers can find the most up-to-date information/tools/support pertaining to departmental transformation. This enables a healthy and enabling workplace in a time of fiscal restraint by providing consistent and accurate information and tools for management and employees. In addition, continued use of online tools for employees and managers supports internal services delivery transformation and maximizes efficiencies by ensuring that staff have the necessary tools to meet the continued high demand for service, despite impacts to the workforce.

Based on the success and lessons learned from Service Canada's service delivery model to Canadians, HRSDC has commenced work on delivery of internal services over the next five years by implementing a *click-call-consult* service delivery model; streamlining and simplifying processes; and replacing the Corporate Management Service with modern technologies for finance and material (SAP) and human resources (PeopleSoft). Since this is a large-scale

transformative change, a number of releases will be necessary to achieve its ultimate goals: service excellence, value for money and sound stewardship of resources.

This also highlights the importance of bringing management and human resources together in a joint effort to improve services. For example: the human resources service standards recently launched for use within the Department have been successful since they represent a joint effort between management and human resources.

Other lessons learned include the importance of continually reviewing people management information and strategies to ensure that they are relevant to the consistently changing fiscal environment. In this regard, the workforce management strategy was recently updated to ensure it reflects business directions and supports employee needs. Other examples include the need to consistently review workforce data through dashboards so that the Department has efficient succession planning and effectively manages job impacts.

As the Enabling Services Renewal Program progresses, it will continue to evaluate its internal processes to achieve ongoing continuous improvement in the management of the Program, including the allocation of resources to deliver the Program. The Program will continue to build strong relationships with internal and external stakeholders to leverage and implement best practices in service delivery.

A number of improvements to investment planning were introduced in the 2012–13 exercise as a result of the lessons learned from HRSDC's first exercise in 2011–12. Improvements were implemented in the assessment and review of the proposals as well as refining the quality of the information for decision-making.

The Investment Plan also included a comprehensive review of the organization's project management practices and highlighted areas that need strengthening. Based on the lessons learned through the project's post-implementation review and closure, as well as this enterprise-level assessment, improvements are being introduced for 2012–13.

Changes to Government Structure

Impacts on Financial and Human Resources Resulting from the Establishment of Shared Services Canada (SSC)

2011–12 Financial Resources ($ millions)

	Planned Spending	Total Authorities*
Net transfer post Orders in Council (OIC)** to Shared Services Canada (SSC)	-	20.2

* Pursuant to section 31.1 of the *Financial Administration Act* and Orders in Council P.C. 2011-0881, P.C. 2011-0877 and P.C. 2011-1297, amount of $20,154,403 was deemed to have been appropriated to SSC, which resulted in a reduction in the appropriation for Human Resources and Skills Development Canada.

** Total authorities, as presented in the "2011–12 Financial Resources" table (and other relevant tables) in the "Summary of Performance" section, is the net of any transfers to SSC. Actual spending does not include expenditures incurred on behalf of SSC as of the OIC date.

2011–12 Human Resources (full-time equivalents [FTEs])

	Planned	Actuals
Deemed to SSC	-	102

Section III: Supplementary Information

Financial Highlights

The financial highlights presented within this Departmental Performance Report are intended to serve as a general overview of HRSDC's financial position and operations. The Department's unaudited consolidated financial statements are available online at www.hrsdc.gc.ca/eng/publications_resources/dpr/dpr/financial_statement/2011-2012/dpr_1112_financial_e.shtml

HRSDC is financed by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to HRSDC do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Consolidated Statement of Operations and Departmental Net Financial Position and the Consolidated Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. A reconciliation between authorities used and the net cost of operations is set out in Note 3 of the Department's consolidated financial statements.

These consolidated financial statements include the transactions of the Employment Insurance Operating Account, a sub-entity under the control of HRSDC. The accounts of this sub-entity have been consolidated with those of HRSDC and all inter-organizational balances and transactions have been eliminated. The balance of the Canada Pension Plan (CPP) assets on deposit in the Consolidated Revenue Fund and the actuarial value of the Government Annuities Account are presented as liabilities in the departmental statements.

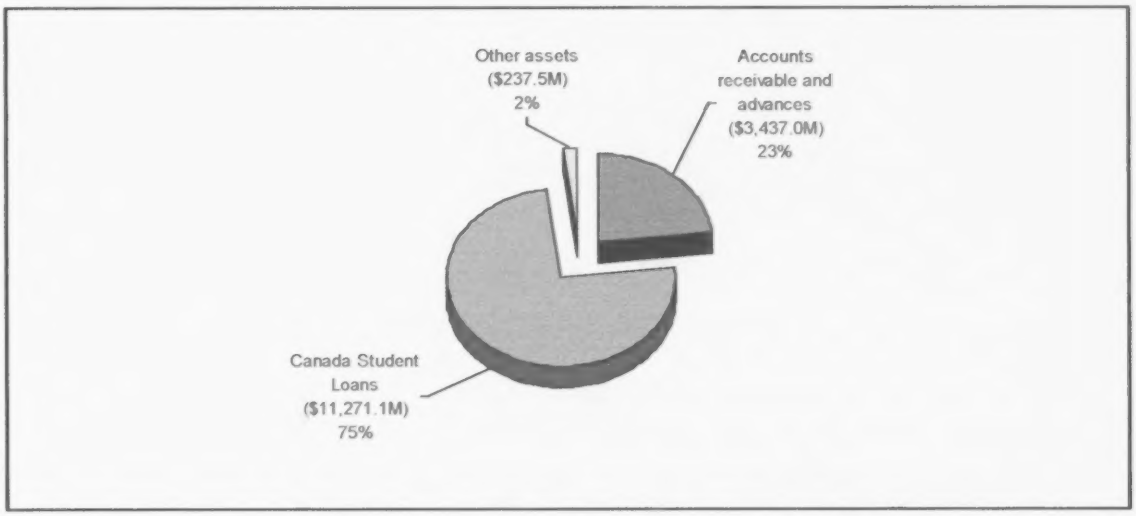
The purpose of this section is to explain the Department's 2011–12 financial highlights, based on the Department's consolidated financial statements. The charts below illustrate the ending balances, as of March 31, for each major financial statement grouping, along with the corresponding change from the previous fiscal year. In summary, between 2010–11 and 2011–12, the Department's assets increased by 4.8 percent, its liabilities increased by 9.7 percent, its expenses increased by 0.6 percent, and its revenues increased by 6.2 percent. Below the charts are explanations for the variances in each major grouping based on the most significant factors that affected each grouping during the fiscal year.

Condensed Consolidated Statement of Financial Position (Unaudited)			
As at March 31			
	% change	**2012**	**2011 (Restated)**
		($ millions)	
Total net financial assets	4.9%	14,717.1	14,031.1
Total net liabilities	9.7%	2,728.8	2,487.6
Departmental net financial asset	**3.9%**	**11,988.3**	**11,543.5**
Total non-financial assets	0.4%	228.5	227.6
Departmental net financial position	**3.8%**	**12,216.8**	**11,771.1**

Condensed Consolidated Statement of Operations and Departmental Net Financial Position (Unaudited)			
As at March 31			
	% change	**2012**	**2011 (Restated)**
		($ millions)	
Total expenses	0.6%	66,168.0	65,801.2
Total revenues	6.2%	19,365.4	18,233.7
Transferred operations	-37.5%	34.1	54.6
Net cost of operations before government funding and transfers	**-1.6%**	**46,836.7**	**47,622.1**
Government funding and transfers	-1.5%	47,282.4	47,978.6
Departmental net financial position – beginning of year	3.1%	11,771.1	11,414.6
Departmental net financial position	**3.8%**	**12,216.8**	**11,771.1**

Financial Highlights – Charts / Graphs

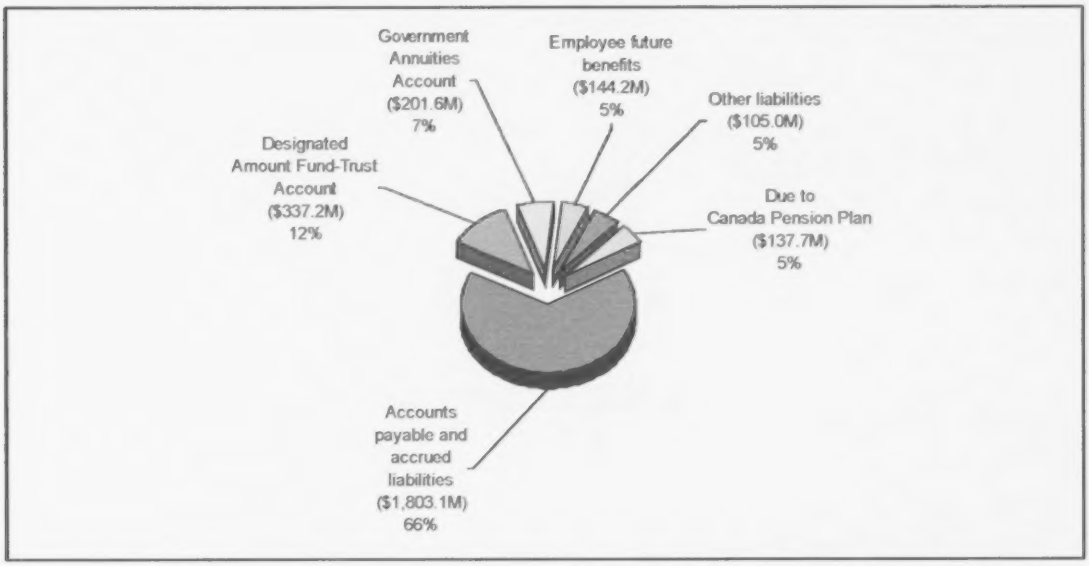
Assets by Type



Total assets (including financial and non-financial assets) amounted to $14,945.6 million as at March 31, 2012; an increase of $686.9 million (4.8 percent) over the previous year's total assets of $14,258.7 million. The increase in assets is mainly due to:

- an increase of $272.3 million in the accounts receivable and advances due to an increase of $97.7 million in the Old Age Security (OAS) benefit repayments receivable from Canada Revenue Agency (CRA) caused by the increase in the overall individuals revenue of the OAS beneficiaries who must partially repay their benefits and an increase of $142.9 million in other receivables due to a contingent liability to be recovered from the CPP account; and
- an increase of $457.8 million in Canada Student Loans caused by an excess of new loans disbursed over the total amount of repayments received.

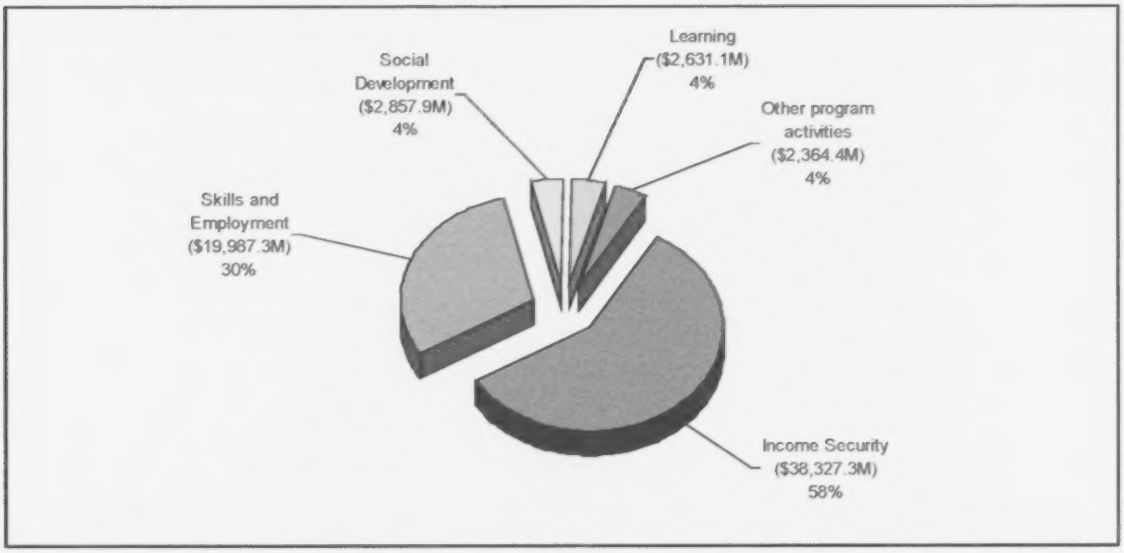
Liabilities by Type


Government Annuities Account ($201.6M) 7%
Employee future benefits ($144.2M) 5%
Other liabilities ($105.0M) 5%
Designated Amount Fund-Trust Account ($337.2M) 12%
Due to Canada Pension Plan ($137.7M) 5%
Accounts payable and accrued liabilities ($1,803.1M) 66%

Total liabilities amounted to $2,728.8 million as at March 31, 2012; an increase of $241.2 million (9.7 percent) over the previous year's total liabilities of $2,487.6 million. The increase in liabilities is mainly due to:

- an increase of $367.0 million in accounts payable and accrued liabilities caused by an increase in the allowance for contingent liability and the amount recorded to reflect the estimated workforce adjustment costs of $200.9 million;
- an increase of $114.5 million in the amount due to CPP caused by the timing of the cash on deposit to the Receiver General for Canada at year-end; and
- these increases were partially offset by a decrease of $198.1 million in the employee future benefits caused by the severance benefits paid during the year as a result of new collective agreements signed.

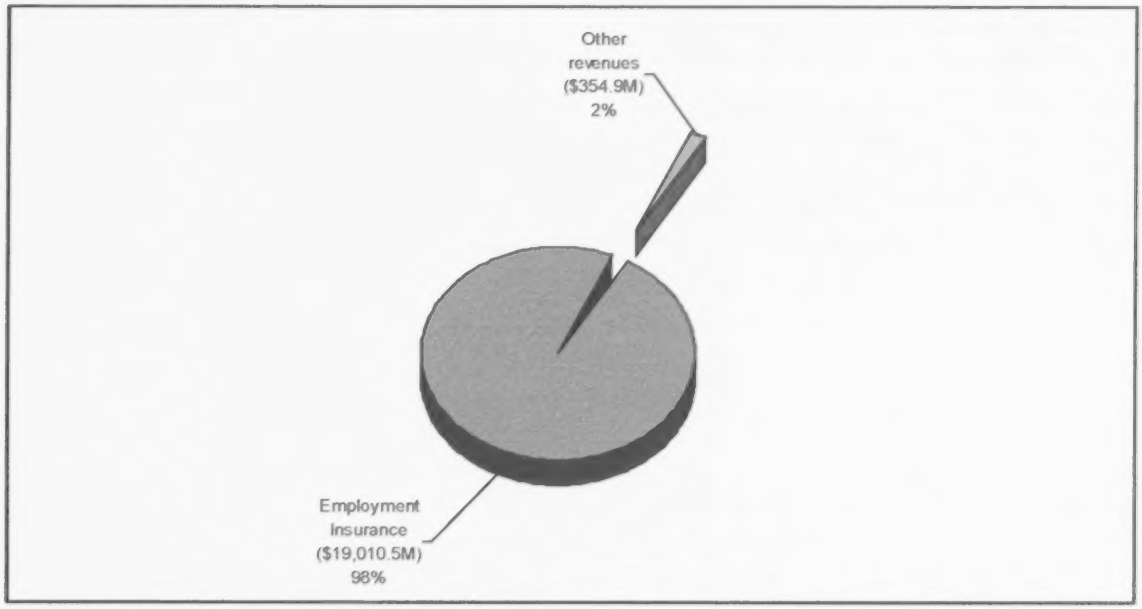
Expenses by Major Program Activity



Total expenses for the 2011–12 year amounted to $66,168.0 million; an increase of $366.8 million (0.6 percent) over the previous year's total expenses of $65,801.2 million. The increase in total expenses is mostly attributable to:

- an increase of $2,501.0 million in Income Security expenses due to the increase in the eligible Old Age Security / Guaranteed Income Supplement benefits caused by the aging population and the increase in the monthly benefit amount;
- a decrease of $2,490.9 million in Skills and Employment expenses due to a decrease in the average unemployment rate from 7.9 percent in 2010–11 to 7.4 percent in 2011–12 which results from the economic recovery and to a decrease in the Economic Action Plan initiatives which mostly expired during the year; and
- an increase of $401.6 million in Learning expenses due to the increase in the eligible students for the Repayment Assistance Plan Program and the Canada Student Grants Program.

Revenues by Type



Total revenues for the 2011–12 year amounted to $19,365.4 million; an increase of $1,131.7 million (6.2 percent) over the previous year's total revenues of $18,233.7 million. The majority of this increase can be explained by an increase of $1,090.7 million in Employment Insurance premiums related to the economic recovery and its impact on employment, which went up by an average of 1.1 percent over 2011–12, and to the increase in the maximum insurable earnings.

Financial Statements

http://www.hrsdc.gc.ca/eng/publications_resources/dpr/dpr/financial_statement/dpr_1011_financial_e.shtml

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2011–12 Departmental Performance Report can be found at http://www.hrsdc.gc.ca/eng/publications_resources/dpr/dpr/dpr_2011_2012/suppl_tables/page00.shtml

- Sources of Respendable and Non-Respendable Revenue
- User Fees Reporting
- Details on Transfer Payment Programs
- Horizontal Initiatives
- Greening Government Operations
- Response to Parliamentary Committees and External Audits
- Internal Audits and Evaluations

Section IV: Other Items of Interest

Specified Purpose Accounts

Specified Purpose Accounts consist of special categories of revenues and expenditures. They report transactions of certain accounts where enabling legislation requires that revenues be earmarked and that related payments and expenditures be charged against such revenues. The transactions of these accounts are to be accounted for separately.

HRSDC is responsible for the stewardship of five such accounts:

- the EI Operating Account;
- the CPP;
- the Government Annuities Account;
- the Civil Service Insurance Fund; and
- the Canada Millennium Scholarship Foundation Excellence Awards Fund.

The EI Operating Account **is a consolidated Specified Purpose Account** and is included in the financial reporting of the Government of Canada. Consolidated Specified Purpose Accounts are used principally where the activities are similar in nature to departmental activities and the transactions do not represent liabilities to third parties but, in essence, constitute government revenues and expenditures.

The CPP **is a Specified Purpose Account but is not consolidated** as part of the Government of Canada financial statements. It is under joint control of the government and the participating provinces. As administrator, the Government's authority to spend is limited to the balance of funds available in the Plan.

The Government Annuities Account **is not a consolidated Specified Purpose Account**. It was established by the *Government Annuities Act*, and modified by the *Government Annuities Improvement Act*, which discontinued sales of annuities in 1975. The account is valued on an actuarial basis each year, with the deficit or surplus charged or credited to the Consolidated Revenue Fund.

The Civil Service Insurance Fund **is not a consolidated Specified Purpose Account**. It was established by the *Civil Service Insurance Act*. Pursuant to subsection 16(3) of the *Civil Service Insurance Regulations*, the amount of actuarial deficits is transferred from the Consolidated Revenue Fund to the Civil Service Insurance Account in order to balance the assets and liabilities of the program.

The Canada Millennium Scholarship Foundation Excellence Awards Fund **is not a consolidated Specified Purpose Account**. It was established in order for HRSDC to administer the remaining Excellence Awards payments to eligible students. These payments were part of awards provided to students prior to the dissolution of the Canada Millennium Scholarship Foundation in 2010, the end of its ten-year mandate. HRSDC will administer the remaining Excellence Awards disbursements from January 1, 2010 until December 31, 2013. After this date, HRSDC will transfer any funds remaining in the account to the Consolidated Revenue Fund.

The following information updates forecasted data on the EI Operating Account and the Canada Pension Plan that the Department provided in the *2011–12 Report on Plans and Priorities*. That report presented multi-year financial data and general information. Additional information about performance and year-end data is available at the Internet addresses provided in this section.

Employment Insurance Operating Account

The table below summarizes the financial results for the EI Operating Account from 2009–10 to 2011–12.

EI Operating Account – Statement of Operations[a]

	Actual		
($ millions)	2009–10	2010–11	2011–12
Expenditures			
Benefits	21,586	19,850	17,648
Administrative Costs	2,031	1,916	1,907
Doubtful Accounts[b]	50	42	123
Sub-Total	**23,667**	**21,808**	**19,677**
EI Premiums and Penalties			
Premiums	17,121	17,862	18,938
Penalties	42	46	50
Interest (Accounts Receivable)	13	11	21
Sub-Total	**17,175**	**17,919**	**19,009**
Government Funding (Budget 2009)	1,522	1,428	118
Annual (Deficit) Surplus	**(4,970)**	**(2,462)**	**(551)**
Cumulative (Deficit) Surplus	**(4,936)**	**(7,397)**	**(7,948)**
Employee EI Premium Rates[c]	**2010**	**2011**	**2012**
(% of Insurable Earnings)			
Quebec	1.36%	1.41%	1.47%
Canada (other than Quebec)	1.73%	1.78%	1.83%

a. The EI Operating Account is a consolidated Specified Purpose Account and is included in the financial reporting of the Government of Canada. Consolidated Specified Purpose Accounts are used principally where the activities are similar in nature to departmental activities and the transactions do not represent liabilities to third parties but, in essence, constitute government revenues and expenditures.

b. Represents write-offs and estimates of uncollectible account receivables for benefit overpayments and penalties imposed.

c. Employers contribute 1.4 times the employee EI premiums. The EI premium rate is lower in Quebec than the rest of Canada due to the reduction for maternity, parental and adoption benefits, as Quebec has had a provincial plan since 2006 to provide these benefits.

Note: Totals may not add due to rounding.

In response to the recent public consultations, changes are being introduced to the EI premium rate-setting mechanism which will ensure greater predictability and stability. Once the EI Operating Account is balanced, premium rates will be set annually based on the projected seven-year break-even rate, to ensure EI revenues and expenditures balance at the end of this period. For 2013 and onward, annual year-over-year adjustments to the premium rate will be limited to 5 cents and the rate will be set two months earlier in the fall.

Revenues from EI premiums increased in 2011–12 due to an increase in insurable earnings resulting from the growth in employment and wages and higher premium rates. An additional $118 million in revenues was also received from the Consolidated Revenue Fund to offset costs associated with the temporary EI measures which were introduced in Budget 2009. EI benefit payments decreased compared to 2010–11 due to a decrease in the number of beneficiaries, partially offset by an increase in average weekly benefits. Overall, expenditures exceeded revenues by $551 million in 2010–11, resulting in a cumulative deficit of $7,948 million in the EI Operating Account.

More detailed information is reported in the 2011–12 audited EI Operating Account financial statements that are included in the *2012 Public Accounts of Canada*, Volume 1, Section 4.[10] HRSDC also offers information on Employment Insurance on its website,[11] including on the authority, objectives and details of the program, as well as links to actuarial reports and the EI Commission's annual Monitoring and Assessment Reports.

Canada Pension Plan

The following table summarizes the financial results for the CPP from 2009–10 to 2011–12.

More information relating to 2011–12 is reported in the CPP financial statements which can be found in the *2012 Public Accounts of Canada*, Volume 1, Section 6.

Canada Pension Plan – Summary

($ millions)	2009–10 Actual	2010–11 Actual	2011–12 Forecast	2011–12 Actual
Revenue				
Contributions	36,276	37,069	38,336	38,925
Investment Income				
Canada Pension Plan	1	2	2	2
CPP Investment Board [a]	16,218	15,558	7,561	9,936
Total Investment Income	16,219	15,560	7,563	9,938
Total Revenue	**52,495**	**52,629**	**45,899**	**48,863**
Expenditures				
Benefit Payments	30,363	31,598	33,221	33,288
Administrative Expenses [b]	734	850	1,029	1,180
Total Expenditures	**31,097**	**32,448**	**34,250**	**34,468**
Increase / Decrease	21,398	20,181	11,649	14,395
Year-end Balance	131,420	151,601	163,250	165,996

[a] CPP Investment Board actual amounts are based on their audited financial statements. The CPP Investment Board invests mainly in equities and fixed income securities. The investment income is composed of realized gains and losses from investments, unrealized gains and losses on investments held at the end of the period (change in fair value) and foreign exchange gains and losses. For 2011–12, there was a net investment gain.

[b] Administrative expenses include CPP administrative expenses as well as CPP Investment Board administrative expenses.

Note: All amounts from this table for 2009–10 and 2010–11 are the consolidated amounts found in the audited CPP annual financial statements.

Government Annuities Account

The table below summarizes the financial results for the Government Annuities Account from 2009–10 to 2011–12. Source of the figures is the Report of the Chief Actuary on the Government Annuities as at March 31, 2012.

Government Annuities Account – Statement of Operations and Actuarial Liabilities

($ millions)	Actual 2009–10	2010–11	2011–12
Actuarial Liabilities – Balance at Beginning of Year	**267.2**	**243.5**	**221.3**
Income	17.5	15.8	14.4
Payments and Other Charges	38.7	35.8	33.0
Excess of Payments and Other Charges Over Income for the Year	21.2	20.0	18.6
Actuarial Surplus	2.5	2.2	1.1
Actuarial Liabilities – Balance at End of the Year	**243.5**	**221.3**	**201.6**

Civil Service Insurance Fund

The table below summarizes the financial results for the Civil Service Insurance Fund from 2009–10 to 2011–12.

Civil Service Insurance Fund - Statement of Operations and Balance

($ millions)	Actual 2009–10	2010–11	2011–12
Opening Balance	**5.6**	**5.5**	**5.2**
Receipts and Other Credits	0.1	0.0	0.0
Payments and Other Charges	0.3	0.3	0.2
Excess of Payments and Other Charges Over Income for the Year	0.2	0.3	0.2
Balance at End of the Year	**5.5**	**5.2**	**5.0**

Note: Totals may not add due to rounding.

Canada Millennium Scholarship Foundation Excellence Awards Fund

In accordance with *Budget Implementation Act 2008*, the Canada Millennium Scholarship Foundation has ended its ten-year mandate. Beginning on August 1, 2009, eligible Millennium Bursary recipients will receive a transition grant for up to three years. This Specified Purpose Account was established by way of an agreement between Canada Millennium Scholarship Foundation and HRSDC in order for the Department to administer the remaining Excellence Awards payments to eligible students upon the dissolution of the Canada Millennium Scholarship Foundation. The transfer of funds also includes the costs of administering this program on behalf of the Canada Millennium Scholarship Foundation.

HRSDC will administer the remaining Excellence Awards disbursements from January 1, 2010 until December 31, 2013. After this date, HRSDC will transfer any funds remaining in the account to the Consolidated Revenue Fund.

Canada Millennium Scholarship Foundation Excellence Awards Fund – Statement of Operations and Balance

	Actual		
($ millions)	2009–10	2010–11	2011–12
Opening Balance	-	14.4	7.3
Income and other credits [1]	14.8	-	-
Payments and other charges	0.4	7.1	4.1
Excess of payments and other charges over receipts for the year	14.4	7.1	4.1
Closing Balance	**14.4**	**7.3**	**3.2**

[1] Income and other credits include a one-time payment of $14.8 million in 2009–10 from the Canada Millennium Scholarship Foundation to the Specified Purpose Account for the purpose of administering remaining Excellence Awards between January 1, 2010 and December 31, 2013.

Statutory Annual Reports

Old Age Security

The Old Age Security program is one of the pillars of Canada's retirement income system. Benefits include the basic Old Age Security pension, the Guaranteed Income Supplement and the Allowance. The Old Age Security program is financed from Government of Canada general tax revenues.

The following tables present information on monthly benefits, beneficiaries and payments by province or territory.

Summary of Maximum Monthly Benefits

(dollars)	Basic	Income Supplement		Allowance		
Fiscal Year 2011-12	Pension	Single	Married	Regular	Survivor	Increase
Monthly benefit by fiscal year						
2011-12 Actuals						
January 1, 2012	540.12	732.36	485.61	1,025.73	1,148.35	0.4%
October 1, 2011	537.97	729.44	483.68	1,021.65	1,143.78	0.8%
July 1, 2011	533.70	723.65	479.84	1,013.54	1,134.70	1.3%
April 1, 2011	526.85	665.00	439.13	965.98	1,070.78	0.5%
2011-12 Estimates						
January 1, 2012	534.80	675.02	445.77	980.57	1,086.94	0.6%
October 1, 2011	531.61	670.99	443.11	974.72	1,080.46	0.4%
July 1, 2011	529.49	668.32	441.34	970.83	1,076.15	0.4%
April 1, 2011	527.38	665.66	439.58	966.96	1,071.86	0.6%
2010-11 Actuals						
January 1, 2011	524.23	661.69	436.95	961.18	1,065.45	0.5%
October 1, 2010	521.62	658.40	434.78	956.40	1,060.15	0.6%
July 1, 2010	518.51	654.47	432.19	950.70	1,053.83	0.3%
April 1, 2010	516.96	652.51	430.90	947.86	1,050.68	0.0%
Maximum amount paid (annual benefits)						
2011-12 Actuals	6,415.92	8,551.35	5,664.78	12,080.70	13,492.83	6.3%
2011-12 Estimates	6,369.84	8,039.97	5,309.40	11,679.24	12,946.23	2.0%
2010-11 Actuals	6,243.96	7,881.21	5,204.46	11,448.42	12,690.33	0.0%

Number of Persons Receiving Old Age Security Benefits by Province or Territory and by Type

	March 2011				March 2012			
Province or Territory	Old Age Security (OAS) Pension	Guaranteed Income Supplement (GIS)	Allowance	GIS as % of OAS	Old Age Security (OAS) Pension	Guaranteed Income Supplement (GIS)	Allowance	GIS as % of OAS
Newfoundland and Labrador	80,628	46,908	4,142	58.18	84,445	47,703	3,958	56.49
Prince Edward Island	21,846	9,548	591	43.71	22,798	9,718	604	42.63
Nova Scotia	149,468	60,178	3,925	40.26	155,321	62,332	3,926	40.13
New Brunswick	119,180	56,195	4,083	47.15	124,167	56,964	4,039	45.88
Quebec	1,220,406	542,329	29,931	44.44	1,267,365	562,988	29,264	44.42
Ontario	1,782,123	510,303	27,500	28.63	1,854,894	525,203	27,955	28.31
Manitoba	168,977	56,141	2,839	33.22	173,708	56,708	2,835	32.65
Saskatchewan	149,953	52,321	2,732	34.89	152,502	52,019	2,606	34.11
Alberta	386,155	117,700	5,564	30.48	402,422	118,293	5,279	29.40
British Columbia	641,078	207,171	12,086	32.32	668,600	215,530	12,082	32.24
Yukon	2,971	878	44	29.55	3,116	866	45	27.79
Northwest Territories[a]	3,323	1,618	120	48.69	3,488	1,620	112	46.44
International[b]	95,988	8,128	52	8.47	99,151	8,119	55	8.19
Total	4,822,096	1,669,418	93,609	34.62	5,011,977	1,718,063	92,760	34.28

a. Data for Nunavut are included.
b. Persons receiving Canadian Old Age Security benefits under International Agreements on Social Security.

Old Age Security Payments, by Province or Territory and by Type, Fiscal Year 2011–12

(dollars)

Province or Territory	Old Age Security (OAS) Pension	Guaranteed Income Supplement (GIS)	Allowance	Total
Newfoundland and Labrador	530,090,752	213,550,747	24,977,266	768,618,765
Prince Edward Island	142,878,272	42,862,671	3,099,428	188,840,371
Nova Scotia	974,309,237	261,113,083	21,566,676	1,256,988,996
New Brunswick	780,288,809	251,065,003	23,749,036	1,055,102,847
Quebec	7,887,270,735	2,586,686,630	158,768,297	10,632,725,662
Ontario	11,069,043,393	2,896,177,041	179,307,054	14,144,527,488
Manitoba	1,086,495,166	259,492,919	17,093,535	1,363,081,620
Saskatchewan	969,519,983	236,269,050	16,759,638	1,222,548,671
Alberta	2,451,759,143	609,376,094	33,090,841	3,094,226,078
British Columbia	3,942,852,243	1,183,759,165	75,831,227	5,202,442,635
Yukon	19,458,886	4,226,482	242,784	23,928,152
Northwest Territories [a]	22,245,571	8,944,558	875,176	32,065,305
International [b]	151,854,384	84,538,667	601,063	236,994,114
Total	**30,028,066,574**	**8,638,062,109**	**555,962,022**	**39,222,090,705**
Recovery tax portion of OAS	**(1,159,269,734)**	-	-	**(1,159,269,734)**
Total including recovery tax	**28,868,796,840**	**8,638,062,109**	**555,962,022**	**38,062,820,971**

a. Data for Nunavut are included.
b. Persons receiving Canadian Old Age Security benefits under International Agreements on Social Security.

Consolidated Canada Student Loans Programs – Combined Programs

($ millions)	Actual 2009–10	Actual 2010–11	2010–11 Planned	2010–11 Actual
Revenues				
Interest Revenue on Direct Loans	369.8	444.8	473.1	504.4
Recoveries on Guaranteed Loans	27.4	23.9	16.2	20.0
Recoveries on Put-Back Loans (RS)	11.0	11.5	5.0	10.1
Total Loan Revenue	**408.2**	**480.2**	**494.3**	**534.5**
Expenses				
Transfer payment				
Canada Study Grants, Canada Access Grants and Canada Student Grants Program	533.7	620.7	554.3	648.9
Loan Administration				
Collection Costs (All regimes) [a]	23.5	20.9	1.8	22.5
Program Delivery Costs (DL)	61.7	66.0	71.6	66.4
Risk Premium to Financial Institutions (RS)	0.6	0.3	0.3	0.1
Put-Back to Financial Institutions (RS)	3.6	2.3	2.5	3.7
Administrative Fees to Provinces and Territories and SIF (DL)	19.3	26.7	30.2	27.6
Total Loan Administration Expenses	108.7	116.2	106.4	120.3
Cost of Government Support Benefits to Students				
In-Study Interest Borrowing Expense (Class A - DL) [b]	177.4	173.3	207.0	142.7
In Repayment Interest Borrowing Expense (Class B - DL) [b]	180.0	182.9	240.6	155.1
In-Study Interest Subsidy (RS & GL)	1.4	1.2	1.2	1.0
Repayment Assistance Programs [c]	74.9	88.9	88.8	109.8
Claims Paid & Loans Forgiven (All regimes)	22.5	12.5	17.6	9.7
Total Cost of Govt Support Benefits to Students	456.2	458.8	555.2	418.3
Bad Debt Expense [d]				
Debt Reduction in Repayment Expense (DL)	133.4	40.7	38.1	352.7
Bad Debt Expense (DL)	129.1	323.6	318.5	340.3
Total Bad Debt Expense	262.5	364.3	356.6	693.0
Total Loan Expenses	1,361.1	1,560.0	1,572.5	1,880.5
Net Operating Results	952.9	1,079.8	1,078.2	1,346.0
Alternative Payments to Non-Participating Provinces (DL) [e]	223.1	300.1	250.7	288.2
Final Net Operating Results	**1,176.0**	**1,379.9**	**1,328.9**	**1,634.2**

(DL) = Direct Loans
(RS) = Risk-Shared Loans
(GL) = Guaranteed Loans

a. The Canada Revenue Agency has reviewed its methodology; therefore, the 2009–10 and 2010–11 actuals have been adjusted.
b. These costs are related to Canada Student Direct Loans but reported by the Department of Finance.
c. Interest Relief and Debt Reduction in Repayment has been replaced by the Repayment Assistance Programs.
d. This represents the annual expense against the Provisions for Bad Debt and Repayment Assistance Payments - Principal as required under Accrual Accounting.
e. The figures represent the annual expense recorded under the Accrual Accounting as opposed to the actual amount disbursed to the Non-Participating Provinces. For 2011–12, the total amount disbursed as Alternative Payments is $278.4 M.

For further information about the consolidated Report on Student Loans, visit http://www.hrsdc.gc.ca/eng/publications_resources/dpr/dpr/dpr_2011_2012/consolidated_report_eng.shtml

Organizational Contact Information

nc-spr-psr-cpa-pim-gd@hrsdc-rhdcc.gc.ca

Endnotes

[1] 2011 Education at a Glance, Organization for Economic Development and Cooperation. The 2011 report utilizes results from 2009.

[2] Statistics Canada, 2009 Survey of Labour and Income Dynamics, custom tabulations.

[3] Ibid.

[4] Ibid.

[5] The percentages 14.3 percent and 40.7 percent are not mutually exclusive as the same student may have received a loan, grant or in-study interest subsidy as well as having withdrawn funds from their RESP.

[6] The method of calculating the number of students who received a loan and/or a grant and/or an in-study interest subsidy has been changed from loan year, which ends July 31st each year, to fiscal year (loan year data can't be finalized in time for this report).

[7] In this sentence, the students who received loans, grants and in-study interest subsidies are not mutually exclusive as the same person often receives two or all three.

[8] www.canlearn.ca/eng/index.shtml

[9] The ESRP is a multi-faceted, multi-staged and multi-year initiative that will identify where efficiencies can be gained and the stewardship of departmental resources can be strengthened, while enhancing internal client (employee) service experiences.

[10] For further information, see www.tpsgc-pwgsc.gc.ca/recgen/txt/72-eng.html

[11] For further information, see www.hrsdc.gc.ca/en/ei/legislation/ei_act_tofprov_1.shtml